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The Influence Of Competence, Leadership Style, Authority, Decision-Making, And Communication Of Acting Officials On Employee Performance In Local Government

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Abstract

This study aims to analyze the influence of competence, leadership style, authority, decision-making, and communication of Acting Officials (Pelaksana Tugas or PLT) on employee performance at the Grujugan District Office, Bondowoso Regency. The study was motivated by the need to improve public sector performance amid challenges related to temporary leadership positions, which often involve limited authority, cautious decision-making, and communication barriers. Employee performance in public organizations is influenced not only by individual capabilities but also by leadership effectiveness and organizational dynamics. Therefore, understanding the role of PLT leadership is essential for maintaining organizational performance and service quality. This research employed a quantitative approach using a survey method. Data were collected from employees of the Grujugan District Office, including both civil servants and contract staff, through structured questionnaires. The data were analyzed using multiple linear regression to examine the partial and simultaneous effects of the independent variables on employee performance. The results reveal that competence, leadership style, authority, decision-making, and communication simultaneously have a significant effect on employee performance. The model demonstrates a high explanatory power, with an Adjusted R Square value of 0.856, indicating that 85.6% of the variance in employee performance can be explained by the variables examined. Partially, all five variables have positive and significant effects on performance. Effective communication and clear authority emerge as the most influential factors in enhancing employee productivity and work effectiveness. The findings suggest that despite the temporary nature of their positions, acting officials

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play a strategic role in maintaining organizational stability, improving employee performance, and ensuring the delivery of quality public services.

Keywords: Competence, Leadership Style, Authority, Communication, Employee Performance.

INTRODUCTION

Employee performance is one of the most important indicators in measuring the effectiveness of public sector organizations. The quality of public services delivered by government institutions is highly dependent on the ability of employees to perform their duties effectively, efficiently, and responsibly. In the context of local government administration, employee performance plays a strategic role in ensuring the achievement of organizational goals and the implementation of public policies. According to Wibowo (2022), employee performance reflects the level of achievement of work results that align with organizational objectives, responsibilities, and established performance standards. Therefore, improving employee performance remains a central issue in public administration and human resource management studies.

The success of public organizations in providing quality services is influenced by various organizational and individual factors. Among these factors, employee competence, leadership style, authority, decision-making, and communication have been recognized as key determinants of performance. Mangkunegara (2017) argues that employee performance is shaped by employees' competencies, leadership effectiveness, work environment, and organizational support systems. Similarly, Sedarmayanti (2018) emphasizes that competent human resources are essential for achieving organizational effectiveness, particularly in public institutions that directly interact with citizens.

In Indonesia, efforts to improve bureaucratic performance have become increasingly important following the implementation of bureaucratic reform programs. The government has continuously encouraged public institutions to enhance accountability, transparency, and service quality. Nevertheless, various challenges remain, particularly at the local government level. Several studies indicate that public organizations often face issues related to limited human resource capacity, ineffective leadership, unclear delegation of authority, and communication barriers that hinder organizational performance (Rivai & Sagala, 2018). These challenges are particularly evident in district-level government offices, which serve as the frontline institutions responsible for delivering administrative services to the public.

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One of the emerging issues in local government administration is the increasing number of strategic positions occupied by Acting Officials (*Pelaksana Tugas* or PLT). Acting officials are appointed temporarily to fill vacant leadership positions while awaiting definitive appointments. Although the appointment of acting officials ensures administrative continuity, it may create organizational challenges due to the temporary nature of the position. Acting officials often experience limitations in authority, decision-making autonomy, and leadership legitimacy, which may influence employee perceptions and organizational performance. Nasution and Sembiring (2022) explain that acting officials possess restricted authority compared to definitive office holders because their responsibilities are governed by administrative regulations designed to prevent significant policy changes during transitional periods.

The phenomenon of acting leadership has become increasingly common in Indonesian local government institutions. In many regions, vacant structural positions remain occupied by acting officials for extended periods, creating uncertainty regarding leadership effectiveness. This condition is also evident in the Grujugan District Office, Bondowoso Regency, where several strategic positions are held by acting officials. The presence of acting officials has introduced unique organizational dynamics that may affect employee performance. The temporary status of these leaders often results in cautious managerial behavior, limited strategic decision-making, and uncertainty regarding authority delegation. Consequently, employees may experience ambiguity in task execution, reduced motivation, and ineffective coordination among organizational units.

Competence is considered one of the most critical factors influencing employee performance. Competence refers to a combination of knowledge, skills, abilities, and attitudes that enable individuals to perform their tasks effectively. According to Sutrisno (2019), competence represents an individual's capacity to complete work responsibilities in accordance with organizational standards and expectations. Employees with adequate competence are more likely to demonstrate higher productivity, adaptability, and service quality. In public organizations, competence is particularly important because employees are required to handle complex administrative procedures and provide services to diverse stakeholders. Previous studies conducted in Indonesia have consistently shown a positive relationship between competence and employee performance (Jamal et al., 2022; Hermansyah, 2023). However, some findings indicate that competence alone may not guarantee high performance unless supported by effective leadership and organizational systems.

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Leadership style is another factor that significantly affects employee performance. Leadership style refers to the patterns of behavior employed by leaders to influence and direct employees toward organizational objectives. Effective leaders are capable of motivating employees, fostering collaboration, and creating a conducive work environment. According to Kartono (2019), leadership involves the ability to influence others to willingly contribute to organizational goals. In public sector organizations, leadership effectiveness is crucial because employees often rely on leaders for guidance, direction, and decision-making. However, acting officials may face challenges in exercising leadership due to their temporary status and limited authority. As a result, leadership practices under acting officials may differ from those of permanent leaders, potentially affecting employee performance and organizational effectiveness.

Authority is another essential element in organizational management. Authority refers to the legitimate power granted to individuals to make decisions, assign tasks, and direct organizational activities. According to Hasibuan (2019), authority provides the formal basis for leaders to exercise control and coordinate organizational resources. Clear authority structures contribute to organizational efficiency by reducing role ambiguity and facilitating decision-making processes. Conversely, unclear authority may result in confusion, delays, and conflicts among employees. In organizations led by acting officials, authority limitations often become a significant concern because acting officials may be restricted from making strategic decisions or implementing major organizational changes. Such constraints can negatively influence employee performance and organizational responsiveness.

Decision-making is widely recognized as a fundamental managerial function. Effective decision-making enables organizations to respond to challenges, allocate resources efficiently, and achieve strategic objectives. Siagian (2018) argues that decision-making is the core of managerial activities because organizational success largely depends on the quality of decisions made by leaders. In public organizations, timely and accurate decisions are critical for ensuring service effectiveness and operational continuity. Nevertheless, acting officials often adopt a cautious approach to decision-making due to concerns regarding legal authority and accountability. While caution may reduce administrative risks, excessive hesitation can delay organizational processes and negatively affect employee performance.

Communication is equally important in determining organizational effectiveness. Communication facilitates the exchange of information, coordination of activities, and development of interpersonal relationships within organizations. According to Mulyana

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(2020), communication serves as a mechanism through which organizational members share information, build understanding, and coordinate actions. Effective communication contributes to employee satisfaction, organizational commitment, and performance improvement. In contrast, communication barriers may lead to misunderstandings, reduced collaboration, and operational inefficiencies. Research conducted by Khairunisa and Purnomowati (2024) found that communication significantly influences employee performance in district government offices, highlighting the importance of effective information sharing and feedback mechanisms.

Table 1. Phenomenon of Problems per Variable at the Grujugan District Office

No	Variable	Empiris Phenomenon	Impact on Performance
1	Competencies	There are still employees with technical capabilities in administration and technology use that are not evenly distributed; Interpersonal skills in coordination also vary	Decreased work effectiveness and service quality
2	Leadership Style	The leadership style of the Acting Deputy tends to be administrative and cautious due to the nature of the temporary position	Lack of work motivation and lack of employee innovation
3	Authority	Lack of clarity in delegation of authority due to limited authority of Acting Authority	Slow work process and low employee initiative
4	Decision Making	Leaders tend to be cautious in making strategic decisions	There is a delay in completing tasks
5	Communication	Communication patterns are not optimal, there is still miscommunication and lack of feedback	Work coordination is less effective and has the

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			potential to reduce performance

The Grujugan District Office provides an interesting context for examining the relationship between competence, leadership style, authority, decision-making, communication, and employee performance. As a public service institution, the district office is responsible for administrative services, community development programs, and coordination with village governments. The effectiveness of these functions depends largely on employee performance and leadership quality. Preliminary observations indicate that several organizational challenges persist, including variations in employee competence, cautious leadership behavior, limited authority delegation, delayed decision-making, and communication issues. These conditions may affect organizational productivity and service quality.

Despite extensive research on employee performance in public organizations, several research gaps remain. First, previous studies have primarily examined competence, leadership, communication, or authority as separate variables rather than integrating them into a comprehensive analytical framework. Second, limited research has focused specifically on the role of acting officials in influencing employee performance. Most existing studies investigate leadership in the context of permanent organizational leaders. Third, empirical evidence regarding the impact of acting leadership within district-level government institutions in Indonesia remains scarce. Consequently, further investigation is needed to understand how acting officials influence employee performance through competence, leadership style, authority, decision-making, and communication.

Based on these considerations, this study aims to analyze the influence of competence, leadership style, authority, decision-making, and communication of acting officials on employee performance at the Grujugan District Office. The study contributes to the literature on public sector human resource management by providing empirical evidence regarding leadership and performance in the context of acting officials. Furthermore, the findings are expected to provide practical recommendations for local governments in enhancing organizational effectiveness, strengthening employee performance, and improving public service delivery.

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LITERATURE REVIEW

Competence

Competence refers to the combination of knowledge, skills, abilities, and attitudes that enable employees to perform their duties effectively. According to Spencer and Spencer (1993), competence is an underlying characteristic that contributes to superior job performance. In public organizations, competence is essential for ensuring efficient service delivery and organizational effectiveness. Employees with high competence are better equipped to solve problems, adapt to changes, and achieve work targets. Wibowo (2022) emphasizes that competence significantly influences productivity and performance outcomes. Therefore, competence is considered a critical factor in improving employee performance within government institutions.

Leadership Style

Leadership style is the approach used by leaders to influence and direct employees toward achieving organizational goals. According to Robbins and Judge (2022), leadership is the ability to influence a group to accomplish shared objectives. Effective leadership fosters employee motivation, commitment, and job satisfaction. In the public sector, leadership is particularly important because leaders coordinate activities and ensure policy implementation. Kartono (2019) explains that successful leaders can inspire employees and create a productive work environment. Consequently, an appropriate leadership style can improve employee performance and contribute to organizational effectiveness.

Authority

Authority is the legitimate power granted to leaders to make decisions, assign responsibilities, and direct organizational activities. Hasibuan (2019) states that authority provides the formal basis for managing employees and organizational resources. Clear authority structures help employees understand their roles and responsibilities, thereby reducing uncertainty and conflict. In government institutions, authority is necessary to ensure effective coordination and accountability. Acting officials often face limitations in exercising authority, which may affect organizational performance. Therefore, adequate authority is essential for supporting leadership effectiveness and improving employee performance.

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Decision-Making

Decision-making is the process of selecting the best alternative to solve organizational problems and achieve objectives. According to Siagian (2018), decision-making is a core managerial function that determines organizational success. Effective decisions provide direction, improve efficiency, and support organizational performance. In public organizations, leaders are expected to make timely and appropriate decisions to ensure smooth service delivery. However, acting officials often exercise caution due to limitations in authority and responsibility. As a result, decision-making quality becomes an important factor influencing employee performance and organizational effectiveness.

Communication

Communication is the process of exchanging information, ideas, and feedback among organizational members. According to Mulyana (2020), communication helps individuals achieve mutual understanding and coordinate activities effectively. In organizations, communication facilitates cooperation, reduces misunderstandings, and strengthens working relationships. Effective communication enables employees to understand expectations and perform tasks efficiently. Conversely, poor communication can create confusion and reduce productivity. Khairunisa and Purnomowati (2024) found that communication positively affects employee performance in government institutions. Therefore, communication is considered an essential factor in enhancing organizational effectiveness and employee performance.

RESEARCH METHODE

This study employed a quantitative research approach to examine the influence of competence, leadership style, authority, decision-making, and communication of Acting Officials (*Pelaksana Tugas* or PLT) on employee performance at the Grujugan District Office, Bondowoso Regency. A quantitative approach was selected because it enables the measurement of relationships among variables through statistical analysis and provides objective evidence regarding the effects of independent variables on employee performance.

The research was conducted at the Grujugan District Office, one of the public service institutions responsible for administrative and community services at the district level. The population consisted of all employees working at the office, including both civil servants and contract employees. Considering the relatively small number of employees, a census or saturated sampling technique was applied, whereby all members of the

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population were included as research respondents. This approach ensured that the collected data accurately represented the characteristics of the organization.

Data were collected using a structured questionnaire distributed directly to respondents. The questionnaire was designed based on the operational indicators of each research variable. Competence was measured through indicators of knowledge, skills, and work attitudes. Leadership style was assessed through leadership behavior and the ability to influence subordinates. Authority was measured through delegation, responsibility, and clarity of power. Decision-making was evaluated through the effectiveness and timeliness of decisions, while communication was measured through information exchange, feedback, and coordination. Employee performance was assessed based on work quality, quantity, timeliness, and responsibility. Responses were measured using a five-point Likert scale ranging from strongly disagree (1) to strongly agree (5).

The collected data were analyzed using multiple linear regression analysis with the assistance of Statistical Package for the Social Sciences (SPSS). Prior to hypothesis testing, validity and reliability tests were conducted to ensure the quality of the research instrument. Classical assumption tests, including normality, multicollinearity, and heteroscedasticity tests, were also performed to confirm the suitability of the regression model. Hypothesis testing involved the coefficient of determination (Adjusted R^2), partial tests (*t-test*), and simultaneous tests (*F-test*). These analyses were used to determine the individual and collective effects of competence, leadership style, authority, decision-making, and communication on employee performance.

RESULTH AND DISCUSSION

Result

The results of the study indicate that competence, leadership style, authority, decision-making, and communication significantly influence employee performance at the Grujugan District Office. The multiple linear regression analysis revealed that all independent variables simultaneously have a positive and significant effect on employee performance. The model demonstrated a high explanatory power, with an Adjusted R Square value of 0.856, indicating that 85.6% of the variation in employee performance can be explained by the five independent variables, while the remaining 14.4% is influenced by other factors outside the research model.

The partial test (*t-test*) results showed that competence, leadership style, authority, decision-making, and communication each have a positive and significant effect on

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employee performance. Among these variables, communication and authority emerged as the most influential factors in improving employee productivity and work effectiveness. Furthermore, the simultaneous test (*F-test*) confirmed that the five variables collectively contribute to enhancing employee performance. These findings suggest that effective acting leadership supported by competence, clear authority, sound decision-making, and effective communication is essential for maintaining organizational performance and public service quality.

Table 2. Results of the t test

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2,370	1,519		1,560	,127
	X1	,015	,194	,011	2,079	,008
	X2	,447	,113	,502	3,970	,000
	X3	,288	,215	,170	1,340	,008
	X4	,936	,176	,936	5,312	,000
	X5	,225	,105	,307	2,150	,038
a. Dependent Variable: Y						

Table 3. Test F Results (Simultaneous)

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	255,630	5	51,126	53,197	,000b
	Residual	37,481	39	,961		
	Total	293,111	44			
a. Dependent Variable: Y						
b. Predictors: (Constant), X5, X3, X2, X1, X4						

DISCUSSION

Competence Has a Partial Effect on Employee Performance

The findings indicate that competence has a positive and significant partial effect on employee performance. This result suggests that employees who possess adequate knowledge, skills, and work attitudes are more capable of carrying out their duties

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effectively and efficiently. In the context of the Grujugan District Office, competent employees demonstrate better problem-solving abilities, adaptability, and service quality, which ultimately improve organizational performance. According to Spencer and Spencer (1993), competence is an underlying characteristic that directly contributes to superior job performance. Similarly, Wibowo (2022) emphasizes that competence determines an employee's ability to achieve expected performance standards. The results of this study are consistent with those of Hermansyah (2023), who found that competence significantly improves employee performance in government institutions. Employees with strong technical and interpersonal competencies are better equipped to respond to public service demands and organizational challenges. Therefore, enhancing employee competence through training, education, and professional development programs is essential for improving performance and achieving organizational objectives.

Leadership Style Has a Partial Effect on Employee Performance

The results reveal that leadership style has a positive and significant effect on employee performance. Effective leadership enables employees to perform their duties with greater motivation, commitment, and confidence. In organizations led by Acting Officials (PLT), leadership behavior becomes particularly important because leaders must maintain employee trust despite the temporary nature of their positions. Robbins and Judge (2022) argue that leadership is the ability to influence employees toward achieving organizational goals. Furthermore, Kartono (2019) states that effective leaders create a conducive work environment that encourages employee productivity and engagement. The findings support previous research by Suhardi et al. (2023), which demonstrated that leadership significantly influences employee performance in district government institutions. Employees are more likely to achieve higher performance levels when leaders provide clear direction, motivation, and support. Therefore, leadership development programs focusing on communication, motivation, and interpersonal skills can contribute to improving employee performance and organizational effectiveness.

Authority Has a Partial Effect on Employee Performance

The study found that authority positively and significantly affects employee performance. This finding indicates that employees perform better when organizational authority and responsibilities are clearly defined. Clear authority structures reduce role ambiguity and facilitate efficient task execution. Hasibuan (2019) explains that authority provides leaders with the legitimate power to direct employees and make decisions that

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support organizational goals. In the context of acting leadership, authority is particularly important because acting officials often face limitations in exercising formal power. Despite these limitations, employees perceive clear authority delegation as essential for ensuring accountability and coordination. The findings are consistent with Marcus et al. (2023), who reported that delegated authority significantly improves employee productivity and work effectiveness. Employees who understand their responsibilities and reporting lines tend to demonstrate greater confidence and initiative in performing their duties. Consequently, organizations should establish clear authority structures to support employee performance and enhance operational efficiency.

Decision-Making Has a Partial Effect on Employee Performance

The results indicate that decision-making has a positive and significant effect on employee performance. Effective decision-making provides employees with clear direction and reduces uncertainty in task implementation. According to Siagian (2018), decision-making is a fundamental managerial activity that determines organizational success. Leaders who make timely and appropriate decisions contribute to operational efficiency and employee effectiveness. In the Grujugan District Office, employees perceive that well-considered decisions help improve work processes and service delivery. This finding aligns with the study conducted by Lestari (2021), which found that effective decision-making significantly influences employee performance in public organizations. Although acting officials may exercise greater caution in making decisions due to authority limitations, employees still benefit from decisions that are clear, consistent, and aligned with organizational objectives. Therefore, strengthening managerial decision-making capabilities is essential for improving employee productivity and organizational performance.

Communication Has a Partial Effect on Employee Performance

The findings demonstrate that communication has a positive and significant effect on employee performance. Effective communication facilitates coordination, information sharing, and mutual understanding among organizational members. Mulyana (2020) defines communication as a process through which individuals exchange information to achieve shared understanding. In public organizations, communication is crucial because employees depend on clear instructions and feedback to perform their duties effectively. The results suggest that communication between acting officials and employees contributes significantly to organizational performance. These findings are consistent with

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Khairunisa and Purnomowati (2024), who reported that communication positively affects employee performance in district government offices. Employees who receive timely information and constructive feedback are more motivated and capable of completing their tasks efficiently. Therefore, organizations should encourage open communication channels and regular feedback mechanisms to strengthen employee engagement, coordination, and overall performance.

Competence, Leadership Style, Authority, Decision-Making, and Communication Simultaneously Affect Employee Performance

The simultaneous test results indicate that competence, leadership style, authority, decision-making, and communication collectively have a significant effect on employee performance. This finding confirms that employee performance is influenced not by a single factor but by the interaction of multiple organizational and individual variables. The high Adjusted R Square value suggests that these variables explain a substantial proportion of employee performance variation. According to Mangkunegara (2017), employee performance is shaped by a combination of individual competencies, leadership effectiveness, organizational support, and communication systems. Likewise, Wibowo (2022) emphasizes that performance improvement requires the integration of human resource capabilities and effective management practices. The findings indicate that acting officials can maintain organizational effectiveness when they possess adequate competence, demonstrate effective leadership, exercise authority appropriately, make sound decisions, and establish effective communication. Therefore, public organizations should adopt a comprehensive human resource management approach that simultaneously strengthens these factors to improve employee performance and public service quality.

CONCLUSION

This study aimed to examine the influence of competence, leadership style, authority, decision-making, and communication of Acting Officials (*Pelaksana Tugas* or PLT) on employee performance at the Grujugan District Office. The findings demonstrate that all independent variables have positive and significant effects on employee performance, both partially and simultaneously. These results indicate that employee performance in public sector organizations is determined not only by individual capabilities but also by leadership effectiveness and organizational management practices.

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Partially, competence contributes to employee performance by enhancing employees' knowledge, skills, and ability to perform their duties effectively. Leadership style plays a significant role in motivating employees, fostering collaboration, and creating a productive work environment. Authority positively affects performance by providing clarity regarding responsibilities and accountability. Decision-making contributes to performance by ensuring operational effectiveness and reducing uncertainty in task implementation. Meanwhile, communication supports employee performance through effective information sharing, coordination, and feedback mechanisms.

Simultaneously, competence, leadership style, authority, decision-making, and communication collectively explain a substantial proportion of employee performance variation. These findings suggest that effective acting leadership can maintain organizational stability and service quality despite the temporary nature of the position. Therefore, public organizations should strengthen employee competence, leadership capacity, authority delegation, decision-making quality, and communication systems to improve employee performance and enhance the effectiveness of public service delivery.

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