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The Role of Organizational Commitment and Innovation In Mediating The Influence of Visionary Leadership and Competence on Employee Performance

Livia Marlita, Budiyanto, Agustedi
Sekolah Tinggi Ilmu Ekonomi Indonesia (STIESIA) Surabaya, Indonesia
liviamarlita14@gmail.com

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ABSTRACT
This study explores the impact of visionary leadership and competence on employee performance, with a focus on the mediating roles of organizational commitment and innovation. Conducted within the context of civil servants in Pekanbaru City, this research employs a quantitative approach to investigate the relationships between these variables. The results reveal that visionary leadership has a significant positive effect on employee performance, both directly and through the mediating role of organizational commitment. Competence also significantly influences employee performance, but this effect is primarily channeled through innovation, which acts as a key mediator. The findings underscore the importance of fostering visionary leadership and enhancing competence to boost organizational commitment and innovation, ultimately leading to improved employee performance. This study contributes valuable insights into the mechanisms by which leadership and competence can be leveraged to achieve higher levels of performance in public sector organizations. Practical implications include strategies for developing leadership and competence to enhance the productivity and effectiveness of civil servants.

INTRODUCTION

An organization is a unit that seeks to allocate all resources efficiently, effectively and economically. Human resources are a very decisive driver in the strategic achievement of the organization. Human beings always play an active role in every organization because human beings are planners, actors and determinants of the realization of organizational goals, and work is a human activity to change certain circumstances of an environment. This change is aimed at meeting the needs of life and maintaining life, as well as basically to fulfill the purpose of life.

In the process of achieving the desired needs, each individual tends to be faced with new situations and conditions that are difficult to predict than before, so that through work and growth of experience a person can see his performance. Performance is the result of a person's work in terms of quality, quality, and time to complete work on a product or service based on a set target. To find out the performance that has been achieved by employees, all organizations or companies must carry out performance assessments, namely by comparing the actual work results of employees with the standards that have been set by the agency or organization.

Performance measurement in an organization is an act of measuring various activities that have been carried out that can be used as feedback to be able to provide information about the successful implementation of the plan, and to find out if improvements are needed for the future. Where this is done to achieve organizational goals, both for the short and long term.

The goals and benefits of performance can be used as a commitment for employees to achieve the vision, mission, and goals that have been set in the pre-set standards of conduct, in order to produce results that are in accordance with the desired by the organization. In achieving high performance, the human resource factor is very dominant and influential. Quality human resources can be seen from the results of work. Work results include achieving targets in accordance with standards, achieving quality in accordance with the work specifications set, as well as timeliness in completing a job, and must be in accordance with the target.

In the framework of professionalism, good performance is how individuals are able to demonstrate work behaviors that lead to strategic goals of the organization. Individual Performance is the result of an employee's work that is good in terms of quality and quantity based on predetermined work standards. A productive employee describes the potential, perception, and creativity of a person who always wants to contribute his abilities to benefit himself and his environment. Thus, a productive employee is an individual who can make a real, imaginative and innovative contribution in approaching his life problems. and have the ability to achieve their life goals, be responsible and responsive in their relationships with others. Employees like this are an organizational asset that always strives to improve the quality of themselves in their organization, and will support the achievement of organizational productivity.

According to Sutrisno (2011:170), performance is the result of work that can be achieved by a person, or a group of people in an organization in accordance with their respective authorities and responsibilities, in order to achieve the goals of the organization concerned legally without violating the law, and in accordance with applicable morals and ethics. This definition implies that performance can be understood as the result of work that is in accordance with the responsibility and authority of both organizations, groups and individuals.

(Wibowo, 2016) states that factors that affect performance include ability; clarity and acceptance; motivation; competence, commitment and job satisfaction. (Mangkunegara, 2005) states that individual performance is influenced by ability and motivation. while Rosmewari and Chornelia, (2017) stated that visionary leadership is one of the factors that affect employee performance. Deng et al., (2022) stated that innovative work behavior affects the performance of work. From several theoretical and empirical studies, it can be said that commitment, innovation, visionary leadership and competence affect employee performance.

The novelty of this study lies in its exploration of the mediating roles of organizational commitment and innovation in the relationship between visionary leadership, competence, and employee performance within the context of civil servants in Pekanbaru City, Indonesia. While previous research has examined the direct impact of leadership and competence on performance, this study provides new insights by revealing how organizational commitment strengthens the effect of visionary leadership on performance and how innovation enhances the influence of competence. This dual mediation approach provides a deeper understanding of the mechanisms through which leadership and competence can be optimized to boost employee performance, offering practical implications for public sector management and organizational development. Additionally, the study's focus on civil servants offers valuable context-specific insights into the public sector, which has been underexplored in previous research on performance management.

The purpose of this research is to analyze the influence of visionary leadership on employee performance, analyze the influence of competence on employee performance, analyze the role of organizational commitment in mediating the influence of visionary

leadership on employee performance and analyze the role of innovation in mediating the influence of competence on employee performance.

The practical benefit of this research is to provide a new direction scientifically on how to improve the performance of employees in their umm, and especially in improving the performance of civil servants within the Pekanbaru City government, by using visionary leadership, competence, organizational commitment, and innovation in its implementation. As well as efforts on how to achieve the maximum standard value of Civil Servant performance which must be achieved 100%.

RESEARCH METHOD

The approach in this study uses a quantitative method. Research according to the level of explanation is research that intends to explain the position of the variables being studied, as well as the relationship between one variable and other variables. In addition, this study is intended to test hypotheses that have been formulated previously.

The research design is made so that the research objectives and research hypotheses can be proven, so the approach used is Quantitative (Positivist). Using a descriptive quantitative method is a research that explains the causal relationship between variables through hypothesis submission (Sugiyono, 2017). The research was carried out by conducting a sample survey, namely samples taken from a population using questionnaires as the main data tool and generally as an individual unit of analysis.

RESULTS AND DISCUSSION

Instrument Validity and Reliability Test Results

Instrument Validity Test

The validity test was carried out to test the results of the distribution of the questionnaire to n=30 respondents who declare that they are worthy or valid of the statement items that are compiled as indicators of the research variables.

The following are the results of the validity test with the calculation of the Pearson Product Moment correlation coefficient:

Table 1 Validity Test

Variable	Statement	Koef Correlation Sig	Critical Value	Conclusion
Performance Officer (DG)	KP1	0,671	0,3	Valid
	KP2	0,479	0,3	Valid
	KP3	0,378	0,3	Valid
	KP4	0,535	0,3	Valid
	KP5	0,732	0,3	Valid
	KP6	0,477	0,3	Valid
	KP7	0,421	0,3	Valid
	KP8	0,318	0,3	Valid
	KP9	0,458	0,3	Valid
	KP10	0,407	0,3	Valid
	KP11	0,369	0,3	Valid
	KP12	0,322	0,3	Valid
	KP13	0,671	0,3	Valid
	KP14	0,732	0,3	Valid
	KP15	0,307	0,3	Valid
	KP16	0,356	0,3	Valid
	KP17	0,477	0,3	Valid
	KP18	0,475	0,3	Valid

Variable	Statement	Koef Correlation Sig	Critical Value	Conclusion
Leadership Visionary (KEVI)	KEVI1	0,738	0,3	Valid
	KEVI2	0,462	0,3	Valid
	KEVI3	0,420	0,3	Valid
	KEVI4	0,548	0,3	Valid
	KEVI5	0,750	0,3	Valid
	KEVI6	0,458	0,3	Valid
	KEVI7	0,678	0,3	Valid
	KEVI8	0,640	0,3	Valid
	KEVI9	0,503	0,3	Valid
	KEVI10	0,458	0,3	Valid
	KEVI11	0,453	0,3	Valid
	KEVI12	0,530	0,3	Valid
	KEVI13	0,738	0,3	Valid
	KEVI14	0,750	0,3	Valid
	KEVI15	0,624	0,3	Valid
	KEVI16	0,556	0,3	Valid
	KEVI17	0,458	0,3	Valid
Competence (Komp)	KOMP1	0,822	0,3	Valid
	KOMP2	0,446	0,3	Valid
	KOMP3	0,646	0,3	Valid
	KOMP4	0,490	0,3	Valid
	KOMP5	0,804	0,3	Valid
	KOMP6	0,887	0,3	Valid
	KOMP7	0,728	0,3	Valid
	KOMP8	0,804	0,3	Valid
	KOMP9	0,508	0,3	Valid
	KOMP10	0,760	0,3	Valid
	KOMP11	0,432	0,3	Valid
	KOMP12	0,573	0,3	Valid
	KOMP13	0,682	0,3	Valid
	KOMP14	0,822	0,3	Valid
	KOMP15	0,446	0,3	Valid
	KOMP16	0,646	0,3	Valid
	KOMP17	0,490	0,3	Valid
Commitment Organization (KO)	KO1	0,713	0,3	Valid
	KO2	0,656	0,3	Valid
	KO3	0,478	0,3	Valid
	KO4	0,335	0,3	Valid
	KO5	0,742	0,3	Valid
	KO6	0,743	0,3	Valid
	KO7	0,479	0,3	Valid
	KO8	0,734	0,3	Valid
	KO9	0,693	0,3	Valid
Innovation (INO)	INO1	0,847	0,3	Valid
	INO2	0,431	0,3	Valid
	INO3	0,425	0,3	Valid
	INO4	0,360	0,3	Valid
	INO5	0,842	0,3	Valid
	INO6	0,656	0,3	Valid
	INO7	0,679	0,3	Valid

Based on table 1, it shows that the results of the indicator validity test of all independent variables and bound variables show validity, because the correlation coefficient (r-calculated) between the item score and the total score > 0.3.

Instrument Reliability Test

Reliability tests are used to determine the reliability or consistency of the instruments (questionnaires) used. Here are the results of reliability testing:

Table 2 Reliability Test

Variable	Cronbach Alpha	Critical Value	Conclusion
Employee Performance (KP)	0,780	0,6	Reliable
Visionary Leadership (KEVI)	0,847	0,6	Reliable
Competence (Komp)	0,790	0,6	Reliable
Organizational Commitment (KO)	0,736	0,6	Reliable
Innovation (INO)	0,709	0,6	Reliable

Based on table 2, it can be seen that these variables are reliable, because all Cronbach alpha values > 0.6. This means that each item of the questionnaire statement from each variable is able to form the construct of the variable. Thus, the list of statements of the entire questionnaire is reliable to measure each variable.

Results of Analysis with Partial Least Square (PLS)

This research was analyzed using SmartPLS 3.0. PLS test is a method that is not based on many assumptions. The data does not have to be distributed normally, with nominal scales, ordinals, intervals to ratios. PLS can be used to confirm theories and explain whether or not there is a relationship between variables. In PLS processing, it is carried out in 2 stages, namely:

a. The first stage is to test the outer model. At this stage, the essence is to test the validity of the construct, the validity of convergence, the validity of discrimination and the reliability of the construct of each variable.
b. The second stage is to test the inner model. This stage aims to find out whether there is an influence between variables. The test was carried out by the t-test (Ghozali & Latan, 2020).

Results of Measurement Model Evaluation (Outer Model)

Results of Convergent Validity Test Evaluation

The validity of convergence can be seen from the outer loading value, the following is the outer loading value of each variable indicator in Table 3:

Table 3 Outer Loading *Value*

Variable	Indicators	*Factor Loading*
Employee Performance (KP)	KP1 → Service Orientation	0.742
	KP2 → Integrity	0.877
	KP3 → Commitment	0.929
	KP4 → Discipline	0.888
	KP5 → Cooperation	0.821
	KP6 → Leadership	0.928
Leadership Visionary (KEVI)	KEVI1 → Insightful	0.900
	KEVI2 → Brave	0.808
	KEVI3 → Becomes a Driver	0.811
	KEVI4 → Able to formulate a vision	0.861
	KEVI5 → Able to turn vision into action	0.895
	KEVI6 → Has high spiritual value	0.878

Variable	Indicators	*Factor Loading*
	KEVI7 → Building relationships effectively	0.852
	KEVI8 → Innovative and Proactive	0.900
Competence Komp)	Comp1 → Knowledge	0.918
	Comp2 → Understanding	0.818
	Komp3 → Skills	0.858
	Comp4 → Values	0.950
	Komp5 → Attitude	0.914
	Komp6 → Interest	0.914
Commitment Organization (KO)	KO1 → Affective Commitment	0.927
	KO2 → Normative Commitment	0.878
	KO3 → Sustainable Commitment	0.915
Innovation (INO)	INO1 → Relative Advantage	0.854
	INO2 → Compatibility	0.817
	INO3 → Complexity	0.834

Table 4 shows that the outer loading for the variables of employee performance, visionary leadership, competence, organizational commitment and major innovation from 0.5 which means that it has met the validity of convergence, here is table 5 explaining the average variance extracted (AVE):

Table 4 *Average Variance Extracted* (AVE)

Variable	Average Variance Extracted (AVE)
Employee Performance (KP)	0.751
Visionary Leadership (KEVI)	0.737
Competence (Komp)	0.803
Organizational Commitment (KO)	0.823
Innovation (INO)	0.697

Table 4 shows that the Average Variance Ectracted (AVE) value is above 0.5 so that it can be declared to have good validity. This means that the number of variants that can be contained by the latent construct of variables is good.

Discriminant Validity Test Evaluation Results

The validity test of discrimination is carried out to ensure that the variables do not correlate with each other and measure different constructs. To measure the validity of discrimination, calculations were carried out using cross loading values. The following are the results of the validity test of discrimination in table 5:

Table 5 Cross Loading *Values*

Variable	Indicators	KP	KEVI	Comp	KO	INO
Employee Performanc e (KP)	KP1 → Service Orientation	0.742	0.808	0.666	0.558	0.065
	KP2 → Integrity	0.877	0.862	0.752	0.723	0.123
	KP3 → Commitment	0.929	0.898	0.796	0.781	0.132
	KP4 → Discipline	0.888	0.878	0.908	0.873	0.093

Variable	Indicators	KP	KEVI	Comp	KO	INO
	KP5 → Cooperation	0.821	0.763	0.750	0.653	0.078
	KP6 → Leadership	0.928	0.896	0.790	0.773	0.137
Leadership Visionary (KEVI)	KEVI1 → Insightful	0.928	0.900	0.796	0.778	0.129
	KEVI2 → Brave	0.742	0.808	0.666	0.558	0.065
	KEVI3 → Becomes a Driver	0.746	0.811	0.672	0.564	0.067
	KEVI4 → Able to formulate a vision	0.873	0.861	0.745	0.712	0.117
	KEVI5 → Able to turn vision into action	0.924	0.895	0.794	0.778	0.130
	KEVI6 → Has high spiritual value	0.888	0.878	0.908	0.873	0.093
	KEVI7 → Building relationships effectively	0.785	0.852	0.910	0.785	0.094
	KEVI8 → Innovative and Proactive	0.928	0.900	0.796	0.778	0.129
Competence (Komp)	Comp1 → Knowledge	0.812	0.839	0.918	0.925	0.119
	Comp2 → Understanding	0.673	0.693	0.818	0.877	0.120
	Komp3 → Skills	0.802	0.778	0.858	0.915	0.159
	Comp4 → Values	0.876	0.893	0.950	0.852	0.147
	Komp5 → Attitude	0.863	0.872	0.914	0.790	0.081
	Komp6 → Interest	0.785	0.851	0.914	0.792	0.098
Commitment Organization (KO)	KO1 → Affective Commitment	0.810	0.835	0.917	0.927	0.123
	KO2 → Normative Commitment	0.671	0.694	0.820	0.878	0.118
	KO3 → Sustainable Commitment	0.802	0.776	0.857	0.915	0.161
Innovation (INO)	INO1 → Relative Advantage	0.123	0.120	0.128	0.164	0.854
	INO2 → Compatibility	0.041	0.034	0.016	0.014	0.817
	INO3 → Complexity	0.096	0.092	0.121	0.108	0.834

Table 5 shows that all variable indicators have a cross loading value above 0.5, meaning that each indicator is not correlated and measures different constructs.

Results of Composite Reliability Test Evaluation

The reliability test in PLS can use two methods, namely cronbach's alpha and composite reability. Cronbach's alpha measures the lower bound of the reliability value while composite reliability measures the actual reliability value of a construct (Chin, 1995). Composite reliability is considered better in estimating the internal consistency of a construct. The rule of thumb of Cronbach's alpha and composite reliability values should be greater than 0.70 even though a value of 0.60 is still acceptable (Hair et al., 2019). The following are the results of the calculation of Cronbach's alpha and composite reliability on the research variables:

Table 6
Composite Reliability *and* Cronbach's Alpha *Results*

Variable	*Cronbach's Alpha*	*Composite Reliability*
Employee Performance (KP)	0,932	0,947
Visionary Leadership (KEVI)	0,941	0,951
Competence (Komp)	0,951	0,961
Organizational Commitment (KO)	0.893	0,933
Innovation (INO)	0,807	0,874

Table 6 shows that the values of Cronbach's alpha and composite reliability for all variable constructs each have values greater than 0.70, thus the construct of the research model consists of employee performance, visionary leadership, competence, organizational commitment and reliable/reliable innovation.

Results of Structural Model Evaluation (Inner Model)

The R2 results of 0.67, 0.33 and 0.19 for the endogenous variables in the structural model indicate that the model is "good", "moderate" and "weak" (Ghozali and Latan 2015). Based on data processing with PLS, the determination coefficient (R-Square) value is produced as follows:

Table 7 R-Square *Value*

Variable	R *Square*
Employee Performance (KP)	0,972
Visionary Leadership (KEVI)	-
Competence (Komp)	-
Organizational Commitment (KO)	0,723
Innovation (INO)	0,018

The goodness of fit in the PLS model can be seen from the R2 value, the higher the R2, the more fit the model can be said to be. The results of the R2 calculation of the employee performance variable showed a value of 0.972 more than 0.67, meaning that the amount of diversity of the research data can be explained by the structural model and has a good relevance value because the value is almost close to one.

Hypothesis Test Results

After analyzing the coefficient of influence between variables, the next step is to test the hypothesis using t-statistics values. Parameters exist

Whether or not the influence is partially known based on the T-Statistics value must be greater than 1.96, then there is an influence of exogenous variables on endogenous variables or endogenous variables on endogenous variables. On the other hand, if the t-statistics value is less than 1.96, there is no effect of exogenous variables on endogenous variables or endogenous variables on endogenous variables. If the P values are small than 0.005 it means significant and if the P values are large than 0.005 it means not significant. The following are the results of testing the direct influence hypothesis in table 8:

Table 8 Hypothesis Test Results

Influence Between Variables	*Original Sample* (O)	*T Statistics* (O/STDEV)	*P Values*	*Ket*
Visionary Leadership (KEVI) -> Employee Performance (KP)	0,953	26,268	0,000	Influential
Competency (Komp) -> Employee Performance (KP)	0,221	3,781	0,000	Influential
Visionary Leadership (KEVI) -> Organizational Commitment (KO) -> Employee Performance (KP)	0,134	2,763	0,006	Influential
Competency (Komp) -> Innovation (INO) -> Employee Performance (KP)	0,001	2,177	0,028	Influential

Table 6 shows the results of testing the direct and indirect influence hypothesis.

Discussion of Hypothesis Test Results

Visionary Leadership Affects Employee Performance

The results of the hypothesis test conducted show that visionary leadership has a significant effect on employee performance, which means that visionary leadership provides a meaningful influence in improving employee performance, in other words, the more visionary leadership is improved, the more it will improve employee performance. The most respodent gender was female as many as 121 people. The characteristics of women who have the hormone progesterone are very sensitive to changes in attitude and behavior, and this will affect their performance.

The influence of visionary leadership on employee performance is due to the fact that the leaders of civil servants in the Pekanbaru City Government always take into account the ideas in accordance with the challenges faced, leaders are examples in achieving goals, leaders have innovative thinking, are able to build relationships with high integrity, have high spiritual values and are able to formulate visions and missions well. These things have been proven to make visionary leadership influential on employee performance.

The results of an informal discussion with 13 employees in January 2024 obtained information that they worked in a service for a relatively short time and usually had mutations or rotations, this had an impact on them having to always learn to adapt to the new workplace and work culture as well as new skills or competencies, such things sometimes they are a bit slow to adapt to the development of the organization in their new place, Sometimes the work culture is carried away in the old place while the new workplace requires a different work culture in achieving work targets and objectives.

The influence of visionary leadership on employee performance is in accordance with (Mc Shane & Von Glinow, 2008) who stated that leadership is about influencing, motivating, and enabling others to contribute in the future in order to achieve the success of organizational effectiveness, where followers are part of the organization's members. With leaders influencing, motivating is proven to increase the contribution or performance of civil servants in the city of Pekanbaru. Visionary leadership is a leadership pattern that is aimed at giving meaning to the work and efforts that need to be done together by the members of the organization by giving direction and meaning to the work and efforts carried out based on a clear vision according to (Kartanegara, 2012:68).

Leadership is the process of developing ideas and visions, living in values that are supported by the ideas and visions of members, and influencing others and behaviors that leaders have and making shared decisions about people and other resources. A leader must be

able to see the abilities of each team member led so that he can determine the scale of training priorities that will be given to team members to be able to improve organizational performance.

The results of this study support the research of (Budur & Demir, 2022; Mathende & Karim, 2022; Paais & Pattiruhu, 2020) which stated that visionary leadership has a significant effect on employee performance. The influence of visionary leadership on employee performance strengthens the dynamic capabilities view. A leader who is insightful, courageous, a driver for subordinates, able to formulate a vision and implement actions, has high spiritual value and is able to build effective relationships proven to improve employee performance.

Competence Affects Employee Performance

The results of the hypothesis test conducted show that competence has an effect on employee performance, which means that competence provides a meaningful influence in improving employee performance, in other words, the more competence is improved, the better it will improve employee performance. The last education of the respondents was dominated by 95 undergraduates, this represents that the higher the level of education, the better the level of employee performance.

The results of the analysis of the effect of competence on employee performance are due to the fact that civil servants in the Pekanbaru city government work according to their educational background, understand the work cognitively, receive input for job success, feel happy if they get rewards and update their skills. Such behavior of civil servants has been proven to improve employee performance.

The effect of competence on employee performance is in accordance with the opinion of Sutrisno, (2011:202) who stated that competence in public and private organizations is very necessary, especially to answer the demands of organizations where there are very rapid changes, the development of problems that are very complex and dynamic, and uncertainty in the order of people's lives. Competence is an ability based on skills and knowledge supported by work attitudes and their application in carrying out tasks and work in the workplace that refer to the set requirements.

The results of the researcher's informal discussion with 13 employees in January 2024 obtained information that the Pekanbaru city government is committed to improving the competence of the State Civil Apparatus (ASN) of the city of Pekanbaru by providing training and scholarships according to the field of expertise. The mechanism for providing training and scholarships must go through the mechanism of inclusion in the budget plan of each agency.

In addition, the State Civil Apparatus (ASN) of the city of Pekanbaru tries to work by being guided by the existing rules and guidelines, the competencies they have are very helpful in working, sometimes there are State Civil Apparatus (ASN) of the city of Pekanbaru who are placed in fields that are not their competence, things like this make the State Civil Apparatus (ASN) of the city of Pekanbaru have to study extra hard to update science in order to master their new field of work.

According to Hani, (2013:68) competence is something that a person shows in their work every day. competencies affect employee performance in line with the results of research by (Aprilia et al., 2020; Chen & Kuo, 2022; Hu et al., 2021; Ibidunni et al., 2022; Muhara et al., 2020; Rehman et al., 2023; Tiruneh & Fayek, 2021; Yulianti & Syarif, 2021) The effect of competence on employee performance strengthens the dynamic capabilities view. An employee who has broad insights, deep understanding, work skills, values and good attitudes, is proven to be able to improve employee performance.

Organizational Commitment Mediates the Influence of Visionary Leadership on Employee Performance

The results of the hypothesis test conducted show that visionary leadership has a significant effect on employee performance through the variable of organizational commitment, which means that organizational commitment mediates the influence between

visionary leadership on employee performance, in other words, the more organizational commitment is increased, the more it will improve employee performance. This is supported by the age characteristics of the respondents, where as many as 83 people are between 40-50 years old, of course they already have a good and mature mindset in looking at a problem, they are more loyal to their superiors and do not really like work conflicts or commotion that cause disruption in organizational performance.

Organizational commitment mediates in accordance with the opinion of Rahayu, (2015:76) which states that organizational commitment is shown in the form of an attitude of acceptance and strong belief in the values and goals of an organization, there is a strong motivation to maintain membership in the organization for the achievement of organizational goals.

The results of the analysis of the organization's commitment mediated because civil servants in the city of Pekanbaru feel happy at work, loyal to their superiors, comply with organizational policies and the Pekanbaru city government is able to meet the living needs of employees with good remuneration. The results of the researcher's informal discussion with several employees obtained information that the State Civil Apparatus (ASN) of the city of Pekanbaru felt happy in working and felt appreciated to be ASN so that they were committed to remaining as State Civil Apparatus (ASN) of the city of Pekanbaru. Besides that, they also feel that the agency will not lose if they leave, but they are the ones who lose if they leave the agency. This makes the organization's commitment to mediate the influence of visionary leadership on employee performance.

Commitment is a force that requires, directs behavior, more than just a motive to engage in a particular action, or a positive attitude towards an entity to encourage people to act in a way that benefits that entity. Employees who are committed to the organization support and view the values and interests of the organization as integrated with their personal goals. The work that is their duty is understood as a personal interest, and they have the desire to always be loyal for the progress of the organization.

Successful organizations need employees who will perform more than just their formal duties and are willing to deliver performance that exceeds expectations. Among the various resources owned by the company, HR occupies a strategic position among other resources. Without human resources, other resources owned by the organization cannot be utilized, let alone become a product. A good organization, in its development, must focus on human resources to carry out its functions optimally, especially in the face of environmental changes that occur, so that the company can still maintain its superiority and survive in the midst of strong competition at this time. The quality of human resources in the company can be seen not only from how much employees are able to contribute and are able to complete all their tasks well.

In short, in essence, organizational commitment has an emphasis on the process of individuals (employees) in identifying themselves with the values, rules and goals of the organization. In addition, organizational commitment contains the meaning of something more than just passive loyalty to the organization, in other words organizational commitment implies an active relationship between employees and the company or organization. Because employees who show high commitment have a desire to give more effort and, more responsibility

The results of an informal discussion with 13 employees in January 2024 obtained information that the State Civil Apparatus (ASN) of the city of Pekanbaru wanted to spend the rest of their career in the company, besides that the State Civil Apparatus (ASN) of the city of Pekanbaru found it difficult to get a better job. Several State Civil Apparatus (ASN) of the city of Pekanbaru stated that they felt a loss if they left the State Civil Apparatus (ASN) of the city of Pekanbaru.

Gap research states that there is an inconsistency in the results of the influence of visionary leadership on employee performance. (Farida et al., 2020; Saputra & Sopiah, 2021) Purnomo, et al., (2020) and the results of a study on the influence of leadership on organizational commitment by (Silitonga et al., 2020). It is proven that mediation solutions with organizational commitment have an impact on improving performance, where organizational commitment in this case is partial mediation, the influence of visionary leadership on employee performance. Organizational commitment mediates the influence of visionary leadership on employee performance, strengthening the dynamic capabilities view. An employee who feels happy at work, feels attached to the workplace agency, is loyal to the organization, is proven to be able to improve employee performance.

Innovation Mediates the Influence of Competence on Employee Performance

The results of the hypothesis test showed that competence had a significant effect on employee performance through the ionization variable, which means that innovation mediates the influence between competence on employee performance, in other words, the more innovation is improved, the better the employee performance will be. Description of respondent characteristics from the education of the majority of respondents who already have a better mindset and have creative ideas in making work easier.

Mediation innovation is caused by civil servants in the city of Pekanbaru carrying out activities that have an impact on progress, following changes in accordance with progress, carrying out work activities consistently, understanding changes and adjusting quickly. This makes innovation mediate the influence of competence on employee performance.

Innovation is essentially conceptual activity, as well as ideas

solve problems by bringing economic value to the company and social value to the community. So innovation departs from something that already exists before and is then given added value. Innovation starts from seemingly trivial things by opening eyes and ears to listen to the aspirations or complaints of consumers, employees, the environment and the community. The subject of the application of innovation itself is biased against individuals, groups or companies, meaning that bias occurs in companies there are individuals or groups that are very brilliant and innovative. The results of the researcher's informal discussion with several employees in January 2024 obtained information that Pekanbaru city ASN is happy if their work has an impact on the progress of the city of Pekanbaru, by implementing innovation in their work.

The results of the hypothesis test conducted show that innovation mediates the influence of competence on employee performance, which means that innovation provides a meaningful influence in improving employee performance, in other words, the more innovation is improved, the better it will improve employee performance.

Gap research states that there is an inconsistency in the results of the influence of competence on employee performance. (Efendi & Yusuf, 2021; Hasibuan & Azmy, 2022; Wandi & Hakiki, 2022), It is proven that mediation solutions with innovation have an impact on improving employee performance where innovation in this case is part mediation of the influence of competence on employee performance. Innovation mediates the influence of competencies on employee performance to strengthen the dynamic capabilities view. An employee who supports all activities that have an impact on progress, applies new ideas in helping work, is proven to improve employee performance.

CONCLUSION

Based on the findings, it can be concluded that there are four key processes that contribute to the improvement of Civil Servants' (ASN) performance in Pekanbaru City. First, visionary leadership plays a critical role in supporting employee performance. Leaders who can provide clear direction and long-term vision motivate employees to work more efficiently and productively. Second, competence has a significant impact on performance enhancement, where employees with the right skills and knowledge can operate more effectively. Third, organizational commitment acts as a mediating factor that strengthens the influence of visionary leadership on employee performance, as high commitment encourages employees to give their best effort. Lastly, innovation serves as a mediator between competence and performance, where innovative solutions from competent employees lead to improved organizational outcomes. Understanding these four processes allows government institutions to implement strategic steps to optimize ASN performance in the future.

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