

DOES LEADERSHIP REQUIRE COMPETENCY IN REALIZING THE PERFORMANCE OF THE GOVERNMENT'S INTERNAL OVERSIGHT APPARATUS (APIP)?

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ABSTRACT

Study This aims to know And analyze variables That influence realization performance at the Main Inspectorate of the Secretariat General of the DPR RI. Variables are leadership transformational, APIP performance, and competency. The method used in the study is descriptive quantitative, taking sample use sample fed up Which involves as many as 60 respondents employees. Data analysis uses validity and reliability tests, assumption tests classically (normality test, multicollinearity test, autocorrelation test, heteroscedasticity test, and *path analysis test* whereas processing data uses SPSS 25.

Results study show that: 1). V variable leadership transformational influential significant to APIP performance of the Main Inspectorate of the Secretariat General of the DPR RI, 2). Leadership transformational influence significant to the competence of the Main Inspectorate of the Secretariat General of the DPR RI, 3). Competence influential significant to APIP performance of the Main Inspectorate of the Secretariat General of the DPR RI, 4). Leadership transformational influence on APIP performance through variable competence in a way direct or not straight away.

Keywords: APIP Competence, Performance, Transformational Leadership

1. INTRODUCTION

Leader Apparatus State Civil Service (ASN) must be capable of balancing all challenges with change fundamental to relevant systems and people _ with the times. Officials _ High Leadership (PPT) as shoots ASN leaders must own high commitment and giving _ example or *role model* (example) in the environment their respective jobs. On the shoulders of the leader attached not quite enough answer For do change and renewal organization at least in method think, way behave and act firmly must become a *role model* (example).

In line with potency said, the PPT is in the Main Inspectorate of the Secretariat General of the DPR RI (Setjen DPR RI) in matter The Chief Inspector, Inspectors I and II were also charged For committed support solution problems that exist in the work unit (auditi) for use give mark plus for Secretary General of the DPR RI in activity *assurance* and *consulting*, as well committed in maintenance activity supervision in a way independent like stated inside _ IAC charter (*internal audit capability* model) as basic inside _ guard independence and giving mark objective in carry out his task For increase *trusted* everyone element organization to internal audit function.

Several research show _ exists influence between leadership transformational, competency, and performance namely in research conducted by (Dyah Agustin Widhi Yanti, Mursidi, 2021), (Rahmat Ramadhan, Yonathan Pongtuluran, Sri Wahyuni, 2020), (Fikri Djafar Fadude, Hendra N. Tawas, Jane Grace Poluan, 2019), (Samsul Arifin, Arif Rachman Putra, Cahya Fajar Budi Hartanto 2019), (Asep Setiadi, 2018), (Sunarti, Rasyid, Gunawan, 2017).

The Report Accountability for the Performance of the Main Inspectorate of the Secretary General of the DPR RI for 2021 stated notes on the evaluation System Accountability for Agency Performance Government (SAKIP) in 2020 that some of the proposed units Not yet understood definition and performance targets that have been achieved poured in document agreement performance so that Not yet Can build an achievement strategy more performance _ good. Commitment Not yet fully supported with adequate understanding _ Good from leader nor member about How to build more bureaucracy _ good. Related evaluation needs leaders who can use stimulation To push the performance of employees to be optimal, as well as increase the trust of self, motivation, and performance of employees.

Apparatus Government Internal Supervision (APIP) has the function of internal supervision which includes activity giving independent and objective assurance and consulting for the organization. Activity Supervision at the Main Inspectorate includes audits, reviews, evaluations, monitoring, and activities supervision of others, which include consultation, socialization, and assistance to maintenance duties and functions organization. APIP joins role effective

in the process of realizing accountability and transparency management finance something agency. The role of APIP is stated in Article 11 Regulation President Number 60 Year 2008 about System Control Internal Government, namely:

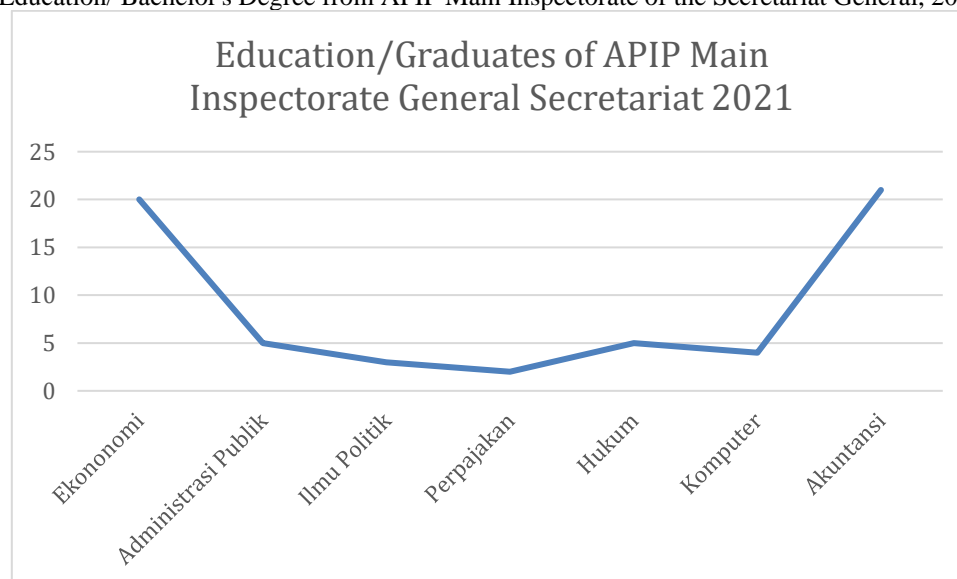
- a) Give confidence That adequate for obedience, thrift, efficiency, and effectiveness achievement of objective maintenance tasks And function agency government (*assurance activities*);
- b) Give warning early And increase effectiveness management risk in maintenance tasks And function agency government (*anti-corruption activities*);
- c) Give input That can look after And increase quality systems manage maintenance tasks And function agency government.

The role of APIP as executor supervision internally must be capable of responding to various problem And change That happens to the organization. The effective role can be materialized if supported by APIP Which is competent in the field through education, knowledge, skills, and experience _ so that more quality For achievements performance _ reliability is key to success in implementation activity *assurance* and *consulting*.

The Main Inspectorate is an element of internal supervision in the environment Secretariat Generals and Expertise Bodies, which are below And responsible to the Secretary General. For carrying mandate, the Main Inspectorate of the Secretariat General of the DPR RI has a vision in the plan strategic year 2020 until 2024 namely: “ Supportive realization Inspectorate Main Which professional And competent ”. Insupport task supervision the sued reliable competence _ in carrying out his duties To use achieved performance organization.

APIP has task supervision that has been set in the work program supervision annual (PKPT) which is an effort To increase efficiency and effectiveness implementation supervision in frame support achievements the performance of the Main Inspectorate as well as base For judge / evaluate performance in implementation activity supervision. In the implementation of his duties, the APIP Main Inspectorate of the Secretariat General of the DPR RI of course just his own background or Different scientific *backgrounds* are required _ To collaborate in solid teamwork. _ As for the setting behind APIP Education Main Inspectorate as depicted in Table I.1 as follows:

Figure I.1
Education/ Bachelor's Degree from APIP Main Inspectorate of the Secretariat General, 2021



Source: Processed TU Ittama data, 2022

Based on their Education It is known that he is a graduate of the APIP Main Inspectorate of the Secretariat General of the DPR RI that APIP graduates consist of economics/management, administration public, science economics, science politics, taxation, law, computers, accounting, and high school.

Based on a comparison of the report data accountability performance (LAK) of the Main Inspectorate of the Secretariat General of the DPR RI in 2021, achievements in the performance of the Main Inspectorate of the Secretariat General of the DPR RI can seen in the table under:

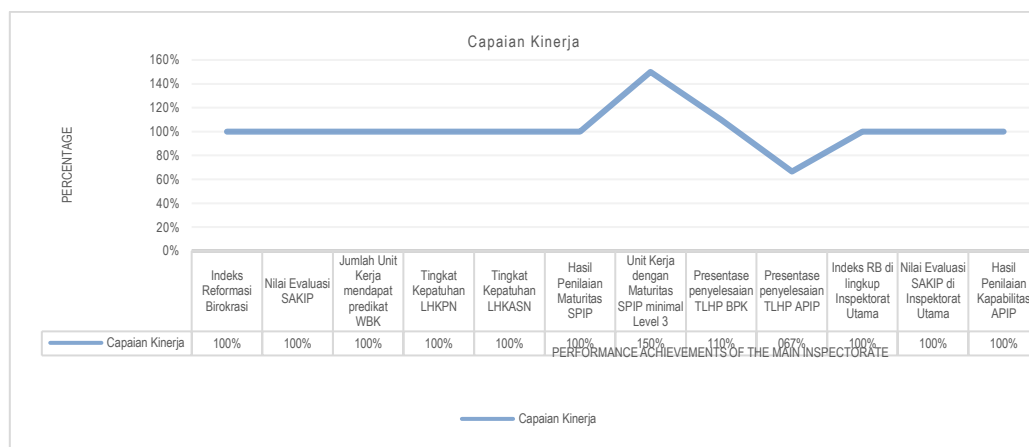


Figure I.2
Achievements Main Inspectorate performance in 2021

Report data accountability The above performance of the Main Inspectorate of the Secretariat General of the DPR RI is available related problems _ with percentage solution follow to carry on recommendation APIP inspection, where performance targets are set by 70%, will but realization amounting to 46.59% so achievements its performance of 66.55% or Not yet in accordance with set performance targets.

Related percentage solution follows to carry on recommendation APIP check above need exists role Competent leadership and APIP in the follow-up results findings. Competence is also required in giving clear conclusions and suggestions for improvement so that can followed up by the auditee, next communicate the importance of follow-up results findings.

Competencies possessed _ moment This said Still not enough Good Because Still there are no auditors yet certified and APIP not yet follow training monitoring follow follow-up and management results supervision carried out by the Supervisory Body Finance and Development (BPKP), besides That based on confirmation from the Organizational Administration Section (Ortala) of the Secretariat General of the DPR RI and the Administration of the Main Inspectorate that until the moment This framework competency (standard competencies and maps competence) Main Inspectorate of the Secretariat General of the DPR RI not yet compiled, p This need become attention APIP leader. Findings previously that in the practice of leadership transformational no influence significant to performance employees, as research conducted by Dewiana _ Novitasari, Masduki Asbari (2020): Abdul Qodir, Djamaludin Ancok (2012). Different with findings study Suryono Efendi, Moch. Khusnul Fiton (2022), and Mega, Yumhi , Ade (2020). That said leadership does not influence the performance of APIP employees.

Leadership Transformational

Leadership transformational inspires followers they no only to trust themselves Alone in a way personal, but also to trust potency Alone To imagine and create a future organization. Leaders transformational create change big, good in themselves and the organization. (Emron Edison et al , 2016). Characteristics leader transformational leaders are charisma, inspiration, and stimulation of intellectual, and individual consideration. (Robbins, 2006).

APIP Competency

competence is something ability To carry out or do something work or based tasks _ on skills and knowledge as well as support by attitude work required by the job (Wibowo, 2016). Characteristics of competence are motives, traits, concepts of self, knowledge, and skills. (Sudarmanto: 2014).

APIP performance

Performance comes from understanding *performance*. Understanding *performance* as a result of Work or achievement. However performance has broad meaning, isn't it? only results in work, however including work processes (Wibowo, 2013: 7). As for who became indicator as reject measuring evaluation performance covers quality, quantity, use time in work, and Collaboration with other people in working. (Sudarmanto : 2009).

2. METHOD

Study This uses an approach quantitative, with the testing hypothesis. Primary data was obtained with a spread questionnaire using the scale *Likert*. Retrieval technique sample use technique sample fed up ie all over the population.

Analysis of data quality is carried out with validity, reliability, and data normality tests. Analysis model equations using *path analysis*.

Data Analysis

- a. Validity test used _ To measure the validity of something questionnaire and reliability test used To know the extent of the results measurement still consistent. Scale or instrument returns the same value for each measurement _ done. Something construct said reliable if Cronbach's alpha value is big of 0.70 (Nunnaly, J Bernstein, IH. 1994). Validity and reliability test results can seen in the table following

Validity and Reliability Test Results						
Variable	Validity		Reliability		Decision	
	Greater Test Results or Smaller than r table (2.001)	Bigger _	Cronbach Alpha	Number of N	Valid	Reliable
Leadership Transformational	Bigger _		0.760	11	Valid	Reliable
Competence	Bigger _		0.760	11	Valid	Reliable
Performance	Bigger _		0.851	6	Valid	Reliable

Source: Processed Primary Data, 2022

Next, to prove that all variables are normally distributed, we use the Histogram Test, *Normal PP Plot Regression Standardized Residual*, and *Kolmogorov-Smirnov*. The histogram test results show that the histogram graph forms bells and is not inclined to the right or left. The histogram graph is said to be normal if data distribution forms a bell (*bell-shaped*), no inclined to left or No inclined to right (Santoso, 2015). Then the Normal PP Plot Regression Standardized Residual Test Results show that dot, dot, dot, or data is nearby _ or follows the diagonal line. If dots or data are nearby _ or follow the diagonal line so can said that residual values are normally distributed (Ghozali, 2018). After That Normality Test results *Kolmogorov-Smirnov* can seen in the table following:

Table I.1
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residuals
N		60
Normal Parameters ^{a, b}	Mean	.0400000
	Std. Deviation	2.20735023
	Absolute	.105
Most Extreme Differences	Positive	,079
	Negative	-.105
Kolmogorov-Smirnov Z		.105
Asymp . Sig. (2-tailed)		,163

a. Test distribution is Normal.

b. Calculated from data.

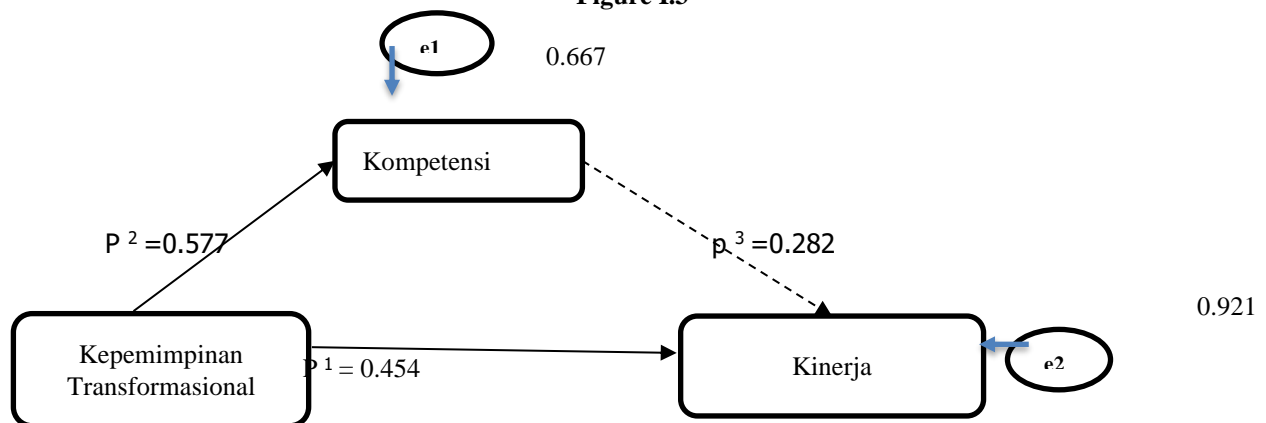
Processed data sources (2022)

Based on Table 2 it is known that the third variable is the significance *Asymp. Sig. (2-tailed)* bigger from 0.05. So it's appropriate to base deciding on the normality test *Kolmogorov-Smirnov* above can conclude that the data is normally distributed.

3. RESULTS AND DISCUSSION

To make it easier researcher to give a description results in the findings, got it depicted the model equation as follows:

Figure I.3



The results of the influence model equation test can be used as a basis for analyzing indirect effects. The value used For count influence No direct is *unstandardized coefficients* in SPSS calculations (Ghozali: 2013). Then To know through relationships _ whether intervening variables _ are significantly capable as a mediator or not, tested with the *Sobel test*. Following is an image of the results of calculating the influence path coefficient directly for each variable. The coefficient results track mentioned above, is known to influence direct variable leadership transformational to performance of 0.454, and influence competence to APIP performance was 0.282. Furthermore, For count influence, No direct leadership transformational through competence to the performance of the Main Inspectorate's APIP must be calculated with a multiplying coefficient No direct $(0.577) \times (0.282) = 0.1627$. and obtained calculated t value the statistical result is 2,291, with a t count of 2.291, and t table of 2,001, and value significance below 0.05 $(0.000 < 0.05)$ then can said variable leadership transformational to APIP performance through competence influential significant. The result of the study is also in line with Gibson (2000), that there are 3 influencing factors to performance, namely: (1) factors individual: abilities, skills, background behind family, experience work, level social and demographic someone ; (2) factors psychological: perception, roles, attitudes, personality, motivation and satisfaction work; and (3) factors organization: structure organization, design work, leadership, system reward (*reward system*).

Influence Variable Leadership Transformational On APIP Performance

Statistical results show that the calculated t value in statistics amounted to 3,882 Meanwhile t table value obtained amounting to 2,001 with level significance below 0.05 $(0.000 < 0.05)$, then variable leadership transformational influential significance on APIP Performance. The result of the study This is also supported by Griffin, (2004:75) who states that performance is influenced by style leadership transformational. Leadership style (*transformational leadership*) is leadership that goes beyond expectations normal with method *embedding respect and trust, inspiring subordinates, instilling a sense of mission, stimulating experience learning, and inspiring pattern patterns to think new.*

Influence Variable Leadership Transformational To Competence

Statistical results show that the calculated t value in statistics amounts to 5,376. Whereas t table value obtained amounting to 2,001 with level significance below 0.05 $(0.000 < 0.05)$, then variable Leadership Transformational influential budgeting of influential Ministries/Partner Institutions significant to APIP competency. This thing in line with research conducted by Gajianto _ Pangarso Hari Kuncoro, Sihol Situngkir, and Syahmardi Yacob (2021) which shows that leadership transformational influence in a way positive and significant to competent employees. This thing shows that the more Good leadership demonstrated by the leader so will the more competent is also high employee. A positive direction of influence can interpreted as the more Good leadership demonstrated and provided by the ranks leader to employees will increase the competence of the employees he leads. Employees who own skills and knowledge in their job will make it easier employee For finish their job.

Influence Variable Competence On APIP Performance.

Statistical results show that the calculated t value in statistics amounts to 2,234. Whereas t table value obtained amounting to 2,001 with level significance below 0.05 $(0.000 < 0.05)$, then variable competence influential significant to the performance of APIP Main Inspectorate of the Secretariat General of the DPR RI. Research results This is in line with Edy Sujana's research in 2012 stated competence influences performance in a way significant. Thereby competence is influential in a way significant to performance. That means more and more tall APIP competency, then

more Good APIP performance in carrying out tasks. On the contrary the more low APIP competency, the more low resulting performance. _ And Leaders who have the competence and the ability to foster good cooperation and relationships, are participative and capable of delegating duties and time to their employees so will increase performance.

4. CONCLUSION

Leadership transformational role important in A organization. Leadership transformational capability touches the performance of APIP employees in makes APIP performance good caused by (indicator competence). So that APIP performance will increase.

is a process of paying attention to the determination of objective APIP performance at the Main Inspectorate of the Secretariat General of the DPR RI. The implications that the values contained in the leadership transformational proven capable of increasing APIP performance of the Main Inspectorate of the Secretariat General of the DPR RI through competent Leadership role can give hint to APIP employees for carry out training by competence, increasingly Good leadership transformational implemented by the Pratama High Leadership so will the more competence is also high his employees For increase performance for achievement *outcome* on performance organization.

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