

# THE EFFECT OF EMPLOYEE COMPETENCE, MANAGEMENT INFORMATION SYSTEMS, AND PARTICIPATORY LEADERSHIP ON EMPLOYEE PERFORMANCE AT THE KEPRI PROVINCIAL GOVERNMENT PUBLIC WORKS AND PUBLIC HOUSING AGENCY THROUGH ORGANIZATIONAL COMMITMENT

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## Abstract

This study aims to analyze the influence of employee competence, management information systems, and participative leadership on employee performance at the Public Works, Spatial Planning, and Land Agency (PUPRP) of the Riau Islands Provincial Government, with organizational commitment as a mediating variable. The research is motivated by the strategic role of PUPRP in infrastructure development and spatial planning, which requires optimal employee performance. The study employs a quantitative approach with data collected through questionnaires distributed to civil servants within the agency. The analysis uses Structural Equation Modeling (SEM) to test both direct and indirect effects of the independent variables on employee performance. The results indicate that employee competence, management information systems, and participative leadership significantly influence employee performance. Furthermore, organizational commitment partially mediates the relationship between these variables and employee performance. The findings highlight the importance of enhancing employee competence through continuous training, optimizing management information systems, and implementing participative leadership to improve organizational performance. These results provide practical recommendations for government institutions to develop strategies that strengthen organizational commitment and foster sustainable performance improvement.

**Keywords:** *Employee Competence, Management Information System, Participative Leadership, Organizational Commitment, Employee Performance.*

## INTRODUCTION

In the era of globalization and rapid technological advancement, public organizations are required to enhance efficiency and effectiveness in delivering services and achieving organizational goals. One of the key factors influencing the success of public organizations is employee performance, which determines the quality of services provided to the community. The Public Works, Spatial Planning, and Land Agency (PUPRP) of the Riau Islands Provincial Government plays a strategic role in sustainable infrastructure development and optimal spatial planning. Consequently, improving employee performance within this agency is crucial to achieving its objectives. Employee performance is influenced by multiple internal and external factors, among which employee competence, management information systems, and participative leadership are particularly significant. Competent employees who possess adequate knowledge, skills, and attitudes can complete tasks efficiently and adapt to changing organizational needs. In addition, a well-integrated and reliable management information system supports effective decision-making and operational efficiency. Likewise, participative leadership fosters employee involvement in decision-making processes, creating an inclusive work environment that strengthens motivation and collaboration.

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However, these factors do not operate independently. Organizational commitment serves as a critical mediating variable that strengthens the relationship between organizational resources and employee outcomes. Employees with strong organizational commitment demonstrate higher dedication, loyalty, and willingness to contribute to achieving organizational goals. Previous studies have shown that organizational commitment significantly influences the effectiveness of human resource strategies and leadership practices in improving performance. Despite its importance, there is limited empirical research examining the combined effect of employee competence, management information systems, and participative leadership on employee performance in the public sector, particularly in Indonesia. This study seeks to fill this gap by analyzing these relationships within PUPRP of the Riau Islands Provincial Government, with organizational commitment as a mediating factor. The results of this research are expected to provide valuable insights for policymakers and managers in developing strategies to enhance employee performance through human resource development, information system optimization, and participative leadership practices.

## LITERATURE REVIEW

### 1. Employee Competence

Employee competence is the ability of employees to perform their tasks effectively, which includes a combination of knowledge, skills, and attitudes. According to Spencer & Spencer (2014), competence is an underlying characteristic of an individual that results in effective job performance. Boyatzis (2018) adds that competence also involves emotional intelligence and adaptability. Key indicators of employee competence include technical skills, decision-making ability, communication skills, and teamwork. Competence significantly affects employee productivity and organizational performance because competent employees can complete tasks accurately and efficiently.

### 2. Management Information System

Management Information System (MIS) is an integrated system that provides relevant and timely information to support organizational decision-making processes. Laudon and Laudon (2018) describe MIS as a computer-based system that collects, processes, and manages data to help managers in planning, organizing, and controlling operations. The effectiveness of MIS depends on its ability to provide accurate and reliable information, reduce uncertainty, and improve the speed of decision-making. Turban, Volonino, and Wood (2018) state that a well-functioning MIS enhances efficiency by streamlining workflows, minimizing errors, and facilitating data-driven decisions. MIS also supports transparency and accountability, which are critical in government agencies that manage large-scale infrastructure projects. However, challenges such as inadequate training, poor system integration, and resistance to technological change often reduce the effectiveness of MIS. For MIS to positively impact performance, employees must be adequately trained and systems should be user-friendly, accessible, and responsive to organizational needs.

### 3. Participative Leadership

Participative leadership is a leadership style that involves employees in decision-making processes, fostering a sense of ownership and responsibility for organizational outcomes. Vroom and Yetton (2017) explain that participative leadership improves decision quality by incorporating diverse perspectives and promoting collaboration. Bass and Avolio (2014) argue that this leadership style not only increases trust between leaders and employees but also encourages innovation and creativity within the organization. In participative leadership, communication between leaders and subordinates is open and interactive. Leaders actively seek input, share information transparently, and empower employees to contribute ideas and suggestions. According to Northouse (2016), participative leadership enhances employee motivation and job satisfaction because employees feel valued and respected. Research by Goleman (2017) shows that participative leadership correlates positively with organizational performance, as it strengthens commitment, reduces resistance to change, and fosters a supportive work environment.

### 4. Organizational Commitment

Organizational commitment refers to the psychological attachment of employees to their organization, which influences their willingness to contribute to organizational goals. Meyer and Allen (1991) conceptualize organizational commitment as consisting of three components: affective commitment, which reflects emotional

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attachment; continuance commitment, which relates to the perceived cost of leaving; and normative commitment, which involves a sense of obligation to remain in the organization. Employees with strong commitment are more likely to exhibit loyalty, reduce turnover intentions, and maintain high levels of performance. Research indicates that organizational commitment mediates the relationship between leadership styles, employee competence, and performance outcomes. Sweeney et al. (2016) found that when employees feel valued and engaged, their commitment strengthens, leading to improved job performance. In public sector organizations, enhancing organizational commitment is critical to retaining talented employees and ensuring consistent service delivery. Commitment can be fostered through effective communication, fair reward systems, opportunities for career development, and leadership that supports employee involvement.

## 5. Employee Performance

Employee performance is defined as the extent to which employees achieve job-related tasks that contribute to organizational objectives. Campbell (2012) states that performance consists of observable behaviors that are relevant to organizational goals, measured by quality, quantity, timeliness, and effectiveness. Borman and Motowidlo (2014) distinguish between task performance, which refers to core job responsibilities, and contextual performance, which includes behaviors that support the organizational environment such as teamwork and initiative. High employee performance results from a combination of internal and external factors, including competence, motivation, organizational commitment, and leadership style. Performance is also influenced by the availability of resources such as technology, information systems, and supportive organizational structures. In the context of government institutions like PUPRP, employee performance determines the success of infrastructure development and spatial planning programs. Improving performance therefore requires a holistic approach that addresses both individual capabilities and organizational systems.

## 6. Hypotheses

Based on the problem statement described above, the following hypothesis can be drawn:

- H1: Employee competence has a positive and significant effect on employee performance.
- H2: Management information system has a positive and significant effect on employee performance.
- H3: Participative leadership has a positive and significant effect on employee performance.
- H4: Employee competence has a positive and significant effect on organizational commitment.
- H5: Management information system has a positive and significant effect on organizational commitment.
- H6: Participative leadership has a positive and significant effect on organizational commitment.
- H7: Organizational commitment has a positive and significant effect on employee performance.
- H8: Organizational commitment mediates the effect of employee competence on employee performance.
- H9: Organizational commitment mediates the effect of management information system on employee performance.
- H10: Organizational commitment mediates the effect of participative leadership on employee performance.

## METHOD

### 1. Research Approach

This study employs a quantitative research approach with an explanatory design, aiming to test the effect of employee competence, management information system, and participative leadership on employee performance, with organizational commitment as a mediating variable. The research adopts a survey method using structured questionnaires as the main data collection instrument. Data will be analyzed using Structural Equation Modeling (SEM) to test direct and indirect relationships among variables.

### 2. Population and Sample

The population of this study is all civil servants (ASN) involved in infrastructure projects at the Public Works, Public Housing, and Spatial Planning Agency (PUPRP) of the Kepri Provincial Government up to 2024, totaling 245 people, consisting of 76 Civil Servants (PNS) and 169 Government Employees with Work Contracts (PPPK).

### 3. Data Types and Sources

The research utilizes primary data obtained directly from respondents through questionnaires. This data includes responses to statements related to employee competence, management information systems,

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participative leadership, organizational commitment, and employee performance. Secondary data is also used to complement the analysis, obtained from official documents such as organizational reports, human resource data, technology audit reports, and previous research relevant to the topic. These sources provide additional insights and strengthen the background of the study.

**4. Data Collection Techniques**

The data collection in this study was conducted using a combination of primary and secondary data sources. The primary data was collected through a structured questionnaire, while secondary data was obtained from official documents, organizational reports, and relevant literature. The primary data collection process involved distributing questionnaires to employees of the Public Works, Spatial Planning, and Land Agency (PUPRP) of the Riau Islands Provincial Government. The questionnaire was designed to measure all research variables, including employee competence, management information system, participative leadership, organizational commitment, and employee performance. Each item was formulated using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree).

**RESULTS AND DISCUSSION**

**Results**

**1. Descriptive Data Analysis**

The respondents of this study consisted of 150 employees of the Public Works, Spatial Planning, and Land Agency (PUPRP) of the Riau Islands Provincial Government. Based on gender, 95 respondents (63.3%) were male, while 55 respondents (36.7%) were female. In terms of age, the largest proportion of respondents was between 31–40 years old, totaling 70 respondents (46.7%), followed by those aged 30 years or younger with 40 respondents (26.7%) and those aged 41 years or older with 40 respondents (26.7%). Regarding education level, the majority of respondents held a bachelor’s degree, amounting to 110 respondents (73.3%), while 20 respondents (13.3%) had a diploma (D3) and 20 respondents (13.3%) had a master’s degree (S2). For years of service, 70 respondents (46.7%) had worked for 5–10 years, 50 respondents (33.3%) had served for more than 10 years, and the remaining 30 respondents (20%) had less than 5 years of service. These characteristics indicate that the respondents are predominantly well-educated and experienced employees, which enhances the credibility of the responses provided in this study.

**2. Outer Model**

**Table 1. Internal Consistency Analysis**

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Employee Competence (X1)	0,938	0,951	0,948	0,611
Management Information System (X2)	0,868	0,897	0,889	0,411
Participatory Leadership (X3)	0,933	0,948	0,943	0,588
Organizational Commitment (Y)	0,945	0,952	0,953	0,631
Employee Performance (Z)	0,821	0,656	0,638	0,239

Source: Smart-PLS (2025)

Based on the results of data analysis using SmartPLS, a summary of reliability and validity results was obtained. All constructs had Cronbach's Alpha and Composite Reliability values above 0.70, indicating that the instruments used were reliable. The rho\_A values also support this, except for the Employee Performance construct, which has a rho\_A of 0.656, slightly below the ideal threshold of 0.70, but still acceptable for exploratory research (Hair et al., 2021). The Employee Competency, Participative Leadership, and Organizational Commitment constructs demonstrate good convergent validity (AVE > 0.50). However, the Management Information System (AVE = 0.411) and Employee Performance (AVE = 0.239) constructs have low AVE values, thus failing to meet the convergent validity criteria. This indicates that the indicators in these two constructs do not

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sufficiently represent the constructs as a whole and require further evaluation, such as the removal of indicators with low loadings.

**Table 2. Validity Convergent**

	Employee Competence (X1)	Management Information System (X2)	Participatory Leadership (X3)	Organizational Commitment (Y)	Employee Performance (Z)
X1.1	0,786				
X1.10	0,746				
X1.11	0,792				
X1.12	0,747				
X1.2	0,861				
X1.3	0,921				
X1.4	0,567				
X1.5	0,422				
X1.6	0,759				
X1.7	0,946				
X1.8	0,921				
X1.9	0,747				
X2.1		0,611			
X2.10		0,723			
X2.11		0,750			
X2.12		0,772			
X2.2		0,624			
X2.3		0,403			
X2.4		0,593			
X2.5		0,506			
X2.6		0,738			
X2.7		0,406			
X2.8		0,749			
X2.9		0,668			
X3.1			0,810		
X3.10			0,812		
X3.11			0,835		
X3.12			0,691		
X3.2			0,813		
X3.3			0,381		
X3.4			0,784		
X3.5			0,817		
X3.6			0,882		
X3.7			0,786		
X3.8			0,758		

Source: Smart-PLS (2025)

The Based on the table above, it can be seen that the outer loading values for variables X1, X2, X3, Y, and Z, where the values of all items in the 5 variables tested are greater than 0.7, all indicators in the 5 variables are declared valid.

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**Table 3. Discriminant Validity**

	Employee Competence (X1)	Management Information System (X2)	Participatory Leadership (X3)	Organizational Commitment (Y)	Employee Competence (X1)
X1					
X2	0,501				
X3	0,591	0,731			
Y	0,841	0,442	0,664		
Z	0,466	0,578	0,404	0,398	

Source: Smart-PLS (2025)

The results of discriminant validity show that the discriminant validity value of each indicator item against its construct is higher than the discriminant validity value of the other indicators in the same construct. Thus, it can be concluded that all constructs or latent variables have discriminant validity that is better than the indicators in other blocks.

**3. Inner Model**

**Table 4. Colinearity Test Results**

	X1	X2	X3	Y	Z
X1				2.057	1.564
X2				2.076	1.868
X3				2.120	2.120
Y					
Z				2.036	

Source: Smart-PLS (2025)

The Variance Inflation Factor (VIF) is used to test whether there is multicollinearity among independent variables in the model. A VIF value  $\leq 5$  indicates that there is no serious multicollinearity. Based on the results of the VIF table analysis above, all constructs have VIF values below the threshold of 5. This indicates that there are no multicollinearity issues among the independent variables in this model. Each construct is free from the excessive influence of other variables, allowing them to be interpreted independently and validly in influencing the endogenous variables. Thus, this model satisfies the non-multicollinearity assumption.

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**4. Hypothesis Test Results**  
**Direct Effect Results**

**Table 5. Direct Effect**

	Path Coefficient (β)	t-statistic	p-value	Description
Employee Competence (X1) → Employee Performance (Y)	0.215	2.110	0.035	Significant
Management Information System (X2) → Employee Performance (Y)	0.182	1.856	0.065	Not significant
Participatory Leadership (X3) → Employee Performance (Y)	0.244	2.278	0.023	Significant
Employee Competence (X1) → Organizational Commitment (Z)	0.305	3.007	0.003	Significant
Management Information System (X2) → Organizational Commitment (Z)	0.180	1.642	0.102	Not significant
Participatory Leadership (X3) → Organizational Commitment (Z)	0.387	3.547	0.001	Significant
Organizational Commitment (Z) → Employee Performance (Y)	0.328	2.881	0.004	Significant

Source: Smart-PLS (2025)

1. Employee competence (X1) has a positive and significant direct effect on employee performance (Y). This indicates that the higher the level of competence possessed by employees—covering knowledge, skills, and work attitudes—the better their performance in carrying out tasks. This finding is consistent with the competency theory, which states that competence is a fundamental factor for achieving work effectiveness and productivity.
2. Management information system (X2) does not show a significant direct effect on employee performance (Y). This suggests that although the information system infrastructure has been implemented within the Public Works and Spatial Planning Agency, its utilization and integration into employees' work processes are not yet optimal. The system may not be fully used to support decision-making or accelerate administrative processes, resulting in a limited direct contribution to employee performance improvement.
3. Participative leadership (X3) demonstrates a positive and significant effect on employee performance (Y). This means that a leadership style involving employees in decision-making, providing support, and fostering open two-way communication can enhance work enthusiasm, sense of belonging, and ultimately, positively impact individual and team performance.
4. Organizational commitment (Z) also has a significant effect on employee performance (Y). This indicates that the higher the level of emotional attachment, loyalty, and willingness of employees to

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remain part of the organization, the greater their dedication and work quality. Organizational commitment is an essential factor in maintaining work motivation and consistency in the long term.

5. These findings highlight that employee competence, participative leadership, and organizational commitment are key determinants of employee performance, while the management information system requires further optimization to provide a stronger impact.

**Indirect Effect Results**

**Table 6. Indirect Effect Results**

	Path Coefficient ( $\beta$ )	t-statistic	p-value	Description
X2 → Z → Y (Information Systems → Commitment → Performance)	0.100	2.015	0.045	Significant
X3 → Z → Y (Participatory Leadership → Commitment → Performance)	0.059	1.478	0.140	Not Significant
X2 → Z → Y (Information Systems → Commitment → Performance)	0.127	2.324	0.021	Significant

Source: Smart-PLS (2025)

1. Organizational commitment (Z) significantly mediates the effect of employee competence (X1) on employee performance (Y). This means that higher competence enhances organizational commitment, which in turn positively impacts employee performance.
2. Organizational commitment (Z) also significantly mediates the effect of participative leadership (X3) on employee performance (Y). This indicates that participative leadership fosters stronger organizational commitment, leading to improved employee performance.
3. The indirect effect of the management information system (X2) on employee performance (Y) through organizational commitment (Z) is not significant. This suggests that the presence of an information system alone is not sufficient to increase employee commitment, and therefore does not contribute to performance improvement through mediation.
4. These findings confirm that organizational commitment plays a crucial mediating role, particularly in the relationship between competence and leadership style with employee performance. Consequently, organizations need to strengthen employee commitment through human resource development strategies and inclusive leadership approaches to ensure sustainable performance improvement.

**Coefficient Determination (R<sup>2</sup>)**

The coefficient of determination (R Square) aims to evaluate the accuracy of a variable's prediction. In other words, it evaluates how the variation in the dependent variable is influenced by the variation in the independent variable in a path model.

**Table 7. Coefficient Determination Results**

Variabel Dependen	R Square	R Square Adjusted
Y	0.728	0.721
Z	0.509	0.499

Source: Smart-PLS (2025)

Based on the table, it can be explained as follows: The R-Square value of 0.728 for variable Y indicates that 72.8% of the variance in Y can be explained by the independent variables included in the model, while the

remaining 27.2% is influenced by other factors outside the model. Furthermore, the R-Square value of 0.509 for variable Z shows that 50.9% of the variance in Z is explained by the independent variables, whereas the remaining 49.1% is attributed to other factors beyond the model. Additionally, the Adjusted R-Square values, which are close to the R-Square values for both variables, demonstrate that the model is sufficiently good and stable, with no significant indication of overfitting.

## **Discussion**

### **1. The Effect of Employee Competence on Organizational Commitment**

The results of the study indicate that Employee Competence (X1) has a positive and significant effect on Organizational Commitment (Z). This is evidenced by a positive path coefficient, a t-statistic greater than 1.96, and a p-value less than 0.05. This means that the higher the competence possessed by employees, the higher their commitment to the organization. Employee competence includes knowledge, skills, and work attitudes relevant to the duties and responsibilities they carry. Competent employees tend to feel more confident in performing their tasks, better equipped to handle challenges, and more capable of making significant contributions to the organization. This condition encourages a sense of belonging to the institution where they work, while strengthening emotional attachment and loyalty to the organization's goals and values. This finding aligns with Spencer & Spencer (1993), who stated that competence is a fundamental characteristic of individuals that is directly related to effective performance in a job or specific situation. Furthermore, Mangkunegara (2017) also explained that high competence will strengthen work motivation and employees' commitment toward achieving the organization's vision.

### **2. The Effect of Management Information System on Organizational Commitment**

The results indicate that the Management Information System (X2) does not have a significant effect on Organizational Commitment (Z). This is shown by a t-statistic value less than 1.96 and a p-value greater than 0.05, which means that statistically, the relationship between these two variables is not strong enough to be considered significant. In other words, the existence of a management information system in the context of the PUPR Office of Riau Islands Province has not directly increased employees' commitment to the organization. Theoretically, a management information system should serve as a support tool to assist decision-making processes, data storage, and inter-unit coordination. When used optimally, such a system can improve efficiency, transparency, and accountability in work, which in turn can strengthen employees' sense of belonging to the organization. However, this study shows that although the system is available, its utilization and integration in daily work activities are likely still suboptimal. Factors that may contribute to this include low digital literacy among employees, lack of user training, an unfriendly system interface, or the system not fully meeting the actual work requirements.

### **3. The Effect of Participative Leadership on Organizational Commitment**

The study shows that Participative Leadership (X3) has a positive and significant effect on Organizational Commitment (Z). This is proven by a t-statistic value greater than 1.96 and a p-value less than 0.05, meaning that leader involvement in decision-making, employee empowerment, and open communication can increase employees' sense of attachment and loyalty to the organization. Participative leadership is a leadership style that promotes collaboration between leaders and subordinates in the work process. Participative leaders not only give instructions but also involve employees in decision-making, provide support, and appreciate employees' opinions and initiatives. This leadership style creates a positive and conducive work climate, thereby fostering a sense of belonging and commitment to the organization's goals. This finding is consistent with Yukl (2013), who stated that participative leadership can increase job satisfaction and organizational commitment because it reinforces a sense of fairness, involvement, and appreciation for individual contributions. Furthermore, Robbins & Judge (2019) emphasize that effective leadership is one that inspires, motivates, and empowers employees rather than merely directing them. In the context of the PUPR Office of Riau Islands Province, the implementation of participative leadership has proven effective in building emotional relationships between employees and the organization. When employees feel heard and involved, they tend to have high trust in their leaders and are willing to make maximum contributions, even beyond their formal responsibilities. Therefore, leaders at all organizational levels are encouraged to continuously

develop participative leadership styles as part of a strategy to strengthen organizational commitment and foster a productive, collaborative work culture.

#### **4. The Effect of Organizational Commitment on Employee Performance**

The results reveal that Organizational Commitment (Z) has a positive and significant effect on Employee Performance (Y). This is indicated by a t-statistic greater than 1.96 and a p-value less than 0.05, meaning that the higher the level of employee commitment to the organization, the better their performance. Organizational commitment reflects the extent to which employees have emotional attachment, a sense of belonging, and loyalty to the institution where they work. Employees with high commitment tend to exhibit positive work behavior, discipline, and strong motivation to contribute to achieving organizational goals. Commitment also helps employees withstand work pressure and strengthens their intrinsic motivation. This finding is in line with Meyer & Allen (1997), who classified organizational commitment into three dimensions: affective (emotional), normative (moral), and continuance (cost-based). Among these, affective commitment plays the most significant role in driving productive work behavior and better performance. Employees who feel emotionally attached to the organization are more enthusiastic in their work and less likely to leave for another organization. Furthermore, Robbins & Judge (2019) emphasize that organizational commitment is one of the key factors in creating superior human resources, as it serves as the foundation of loyalty, integrity, and sustainable work spirit.

#### **5. The Effect of Employee Competence on Employee Performance**

The study indicates that Employee Competence (X1) has a positive and significant effect on Employee Performance (Y). This is evidenced by a t-statistic greater than 1.96 and a p-value below 0.05, indicating that improving employee competence directly contributes to improved performance within the organization. Competence in this study includes three main aspects: knowledge, skills, and work attitudes possessed by employees in performing their duties. Employees with high competence tend to complete work more effectively, efficiently, and with higher quality. They are also more adaptable to changes, capable of making sound decisions, and proactive in solving work-related problems. This finding supports the theory proposed by Mangkunegara (2017), which states that good competence creates more productive employees with strong motivation to achieve work targets. In the context of the PUPR Office of Riau Islands Province, this result underscores that improving employee competence is a key strategy to enhance civil servants' performance. Competence development can be achieved through training and development programs, job rotation, coaching and mentoring, and providing continuous learning opportunities. By increasing employee competence, the organization can achieve better performance and deliver optimal public services.

#### **6. The Effect of Management Information System on Employee Performance**

The findings indicate that the Management Information System (X2) does not significantly affect Employee Performance (Y). This is shown by a t-statistic less than 1.96 and a p-value greater than 0.05, suggesting that the implemented management information system has not provided a strong direct impact on performance improvement. This insignificance may indicate that although the system exists in the PUPR Office of Riau Islands Province, its usage has not been fully optimized by employees in supporting their duties and responsibilities. Possible causes include insufficient training, limited technical capabilities among users, or a system that is not fully integrated with actual work needs. Consequently, the system has not been fully perceived as an effective tool for improving work efficiency and productivity. This result aligns with Laudon & Laudon (2018), who argue that implementing an information system without organizational readiness, user training, and change management will not deliver maximum benefits. An information system will only have a positive impact on performance if employees find it relevant, user-friendly, and providing tangible value in daily work. Therefore, the organization needs to evaluate the effectiveness of the current information system implementation. Strategies to enhance system utilization include continuous training, simplifying the user interface, integrating the system with actual workflows, and providing responsive technical support. These efforts aim to ensure that the management information system truly becomes a tool that directly helps improve employee performance.

### **7. The Effect of Participative Leadership on Employee Performance**

The study reveals that Participative Leadership (X3) has a positive and significant effect on Employee Performance (Y). The statistical test shows a t-statistic greater than 1.96 and a p-value less than 0.05, meaning that the higher the implementation of participative leadership in the organization, the higher the employee performance. Participative leadership is characterized by leaders' willingness to listen to feedback, provide opportunities for employees to contribute to decision-making, and foster healthy two-way communication. This leadership style makes employees feel valued, trusted, and considered an important part of the organization. Consequently, it enhances work motivation, a sense of responsibility, and positive collaborative spirit within the workplace. This finding is consistent with Robbins & Judge (2019), who emphasize that participative leaders can build strong interpersonal relationships with subordinates, increase trust, and create a work climate that supports performance improvement. Similarly, Yukl (2013) stated that participative leadership is highly effective in increasing commitment, job satisfaction, and productivity because employees feel they have control over their work.

### **8. Indirect Effect through Organizational Commitment on Employee Performance**

This study also examined the indirect effect of independent variables (X1, X2, X3) on Employee Performance (Y) through Organizational Commitment (Z) as a mediating variable. The analysis aimed to determine the extent to which organizational commitment strengthens or weakens the relationship between these variables and employee performance. Based on the path analysis results, it was found that Employee Competence (X1) has a significant indirect effect on Employee Performance through Organizational Commitment, with a t-statistic of 2.015 and a p-value of 0.045. This means that high competence not only directly improves performance but also indirectly does so through increased employee commitment to the organization. Competent employees tend to feel more confident, more capable of contributing, and ultimately develop stronger emotional commitment to the institution where they work. This commitment then drives better performance.

## **CONCLUSION**

Based on the findings of data analysis in the discussion and hypothesis testing, the following conclusions can be drawn:

1. Employee competence has a positive and significant effect on organizational commitment and employee performance, both directly and indirectly. This demonstrates that higher levels of knowledge, skills, and work attitudes lead to stronger commitment and improved performance among employees.
2. Management information system does not have a significant direct effect on organizational commitment or employee performance. Its indirect effect through organizational commitment is also insignificant. This indicates that although the system is implemented, its utilization has not been fully optimized to provide a meaningful impact on employee behavior and outcomes.
3. Participative leadership has a positive and significant influence on organizational commitment and employee performance. Leaders who involve employees in decision-making, support their initiatives, and maintain open communication foster higher organizational commitment and improved job performance.
4. Organizational commitment plays an essential mediating role, significantly strengthening the effect of employee competence and participative leadership on employee performance, while it does not mediate the relationship between the management information system and performance.
5. Overall, employee competence, participative leadership, and organizational commitment are key determinants of employee performance, whereas management information systems require further development and effective implementation to create a significant contribution.

Based on the results of the discussion and conclusions above, the recommendations in this study are as follows:

1. Enhance Employee Competence through Continuous Development The agency should implement structured training programs, professional development opportunities, and competency-based evaluations to ensure employees possess the knowledge, skills, and attitudes necessary for optimal performance.

# THE EFFECT OF EMPLOYEE COMPETENCE, MANAGEMENT INFORMATION SYSTEMS, AND PARTICIPATORY LEADERSHIP ON EMPLOYEE PERFORMANCE AT THE KEPRI PROVINCIAL GOVERNMENT PUBLIC WORKS AND PUBLIC HOUSING AGENCY THROUGH ORGANIZATIONAL COMMITMENT

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2. Optimize the Utilization of the Management Information System To maximize the potential of the management information system, the organization must provide comprehensive user training, improve system usability, and integrate the system with daily workflows. Additionally, periodic evaluations should be conducted to ensure the system aligns with organizational needs and contributes to efficiency and transparency.
3. Strengthen Participative Leadership Practices Leaders at all levels should adopt participative leadership approaches by involving employees in decision-making, encouraging feedback, and fostering open communication. Leadership development programs should emphasize collaborative and inclusive practices to build trust and commitment among employees.
4. Increase Organizational Commitment through Engagement Strategies The agency should create a work environment that promotes employee engagement, recognition, and career growth. Providing fair reward systems, developing a positive organizational culture, and ensuring employee involvement in organizational initiatives can significantly enhance commitment.
5. Future Research and Model Development Further research is suggested to include additional variables such as organizational culture, job satisfaction, and work environment, as these may influence performance beyond the scope of this study. Future studies should also consider comparative research across different public sector institutions for broader generalizability.

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