

The influence of leadership style, competence, infrastructure, and development programs on the performance of ASN at the Batam City Culture and Tourism Office

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Abstract

This study aims to analyze and empirically prove the influence of leadership style, apparatus competence, infrastructure, and development programs on the performance of the State Civil Apparatus (ASN) at the Batam City Culture and Tourism Office (Disbudpar). The research design uses a quantitative approach that is causal associative with data collection instruments in the form of a closed questionnaire on a Likert scale of 1-5 which is distributed to all 69 active ASN as a saturated sample (census) of the total population of Batam City Disbudpar employees in 2026. Data were analyzed using IBM SPSS Statistics software version 26, including validity tests (Pearson Correlation, r -table = 0.361 for a 30-respondent trial), reliability test (Cronbach's Alpha ≥ 0.70), classical assumption test (normality, multicollinearity, heteroscedasticity), multiple linear regression analysis, partial test (t-test), simultaneous test (F test), and determination coefficient (R^2). The results of the instrument test showed that all 38 statement items were declared valid and all variables were reliable (α : 0.812–0.879). The findings of the study show that: (1) leadership style has a positive and significant effect on the performance of ASN (t-count = 3.506; Sig. = 0.001); (2) competence has a positive and significant effect on the performance of ASN (t-count = 3.989; Sig. = 0.000); (3) infrastructure facilities have a positive and significant effect on the performance of ASN (t-count = 3.070; Sig. = 0.003); (4) development programs have a positive and significant effect on the performance of ASN (t-count = 3.309; Sig. = 0.002); and (5) the regression model is significant as a whole, so that the four variables jointly explain variation in ASN performance (F-count = 51.634; Sig. = 0.000; R^2 = 0.779), with the direction of each effect established by the partial coefficients rather than by the F test. Competence emerges as the strongest predictor and infrastructure as the weakest, although the four effects lie within a narrow range. The limitations of the study include the scope of a single agency, the cross-sectional design, and the potential for common method and social desirability bias in self-reported survey responses. The practical implications provide recommendations to the leaders of the Disbudpar to strengthen transformational leadership, competency investment, infrastructure improvements, and sustainable development programs. Theoretically, this study extends Expectancy Theory (Vroom, 1964) and the competency framework of Spencer and Spencer (1993), whose conceptual origin lies in McClelland (1973), to the bureaucracy of a local government operating within an Indonesian special economic zone. The novelty of the research lies in the simultaneous testing of the four variables in a research framework within the industry-based city tourism office.

Keywords: Leadership Style; Competence; Infrastructure; Development Programs; State Civil Apparatus Performance

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INTRODUCTION

Improving the quality of public services is a strategic agenda for bureaucratic reform in Indonesia. Law Number 5 of 2014 concerning the State Civil Apparatus (ASN) emphasizes that ASN is required to be professional, have high integrity, and be able to provide excellent service to the community. This demand is increasingly urgent in line with global dynamics, especially for regions that rely on tourism and culture as a pillar of their economic development.

Batam City as a free trade zone and free port (Free Trade Zone) has a strategic position in the national tourism map. The Batam City Culture and Tourism Office (Disbudpar) is the spearhead in the management of cultural assets, the development of tourist destinations, and the promotion of regional tourism. However, various performance evaluation reports of government agencies show that there are still structural and cultural challenges that need to be overcome systematically.

Empirically, field phenomena show at least four main problems. First, there is still a significant competency gap between the demands of the position and the actual capabilities of civil servants, especially in the fields of information technology, digital marketing, and modern tourist destination management. Second, the leadership pattern in some work units still tends to be instructional and lacks empowerment of subordinate initiatives. Third, the condition of the facilities and infrastructure to support work is not fully adequate. Fourth, human resource development programs are still sporadic and less strategically planned (Sedarmayanti, 2020).

A number of previous studies have examined factors that affect employee performance, such as Ratnasari and Sutjahjo (2021) who focus on leadership and organizational culture, Sinaga et al. (2021) who analyze work competencies and discipline, and Sutjahjo et al. (2021) who research training and work environment. The evidence is not uniform, however. Rahmawati et al. (2023), working in the same Batam labour market, found that leadership style had a negative and non-significant effect on performance while work environment and discipline remained significant, which indicates that the contribution of leadership is contingent on organizational setting rather than automatic. Beyond this inconsistency, these studies have not integrated the four variables—leadership style, competencies, infrastructure, and development programs—into a comprehensive research framework within the culture and tourism office of an industrial-based city such as Batam. This gap is what prompted the conduct of this research.

LITERATURE REVIEW

ASN Performance

Performance is defined as the result of work in terms of quality and quantity achieved by an employee in carrying out his duties according to the responsibilities given to him (Mangkunegara, 2017). In the context of ASN, performance is operationalized through Government Regulation Number 30 of 2019 which stipulates two main components: Employee Performance Targets (SKP) and Work Behavior. The grand theory that underlies this construct is Expectancy Theory (Vroom, 1964), which states that an individual's motivation and performance are influenced by expectancy, the belief that effort will result in performance; instrumentality, the belief that performance will lead to outcomes; and valence, the value attached to those outcomes. Performance indicators adapted from Robbins (2018): quality, quantity, timeliness, effectiveness, and independence.

Leadership Style

Leadership style is a pattern of behavior that a leader uses to influence subordinates in order to achieve organizational goals (Robbins & Judge, 2019). In the context of bureaucratic reform, the transformational leadership of Bass and Avolio (1994) proved to be the most relevant because it encouraged innovation, intrinsic motivation, and work meaningfulness. Ratnasari and Sutjahjo (2021) found that leadership style has a positive and significant effect on employee performance, supported by the findings of Ratnasari et al. (2020) within the Batam City Government.

H1: Leadership style (X1) has a positive and partially significant effect on the performance of ASN (Y) in the Batam City Disbudpar.

Competencies

Spencer and Spencer (1993) define competence as a basic characteristic of an individual that is causally correlated with effective and superior performance at work. The conceptual origin of this construct is McClelland (1973), who argued that assessing competence predicts occupational performance more validly than traditional intelligence testing. That contribution is a critique of selection and assessment practice rather than a formal theory of performance, and it is treated here as the conceptual foundation of the competency construct rather than as a grand theory of the same standing as Expectancy Theory. The operational framework adopted in this study is therefore the competency model of Spencer and Spencer (1993), which distinguishes motives, traits, self-concept, knowledge, and skill, and from which the indicators used in this study are derived. Sinaga et al. (2021) prove that competence has a positive and significant effect on the performance of civil servants, strengthened by Ratnasari et al. (2022).

H2: Competency (X2) has a positive and partially significant effect on the performance of ASN (Y) in the Batam City Disbudpar.

Infrastructure

Work facilities and infrastructure are all tools, equipment, and facilities that directly support the smooth work process. Theoretically, this variable is grounded in the Two-Factor Theory of Herzberg et al. (1959), in which the condition of the work environment is classified as a hygiene factor whose absence reduces performance while its presence does not by itself generate motivation. Sedarmayanti (2020) emphasized that adequate work facility support is a prerequisite for optimal employee productivity in government agencies.

H3: Infrastructure facilities (X3) have a positive and partially significant effect on the performance of ASN (Y) in the Batam City Disbudpar.

Development Program

A human resource development program is a series of planned activities designed to improve employees' knowledge, skills, attitudes, and behaviors to improve their performance both now and in the future (Kasmir, 2019; Mathis & Jackson, 2011). The underlying theory is Human Capital Theory (Becker, 1964), which holds that investment in human resources produces long-term productivity returns. Sutjahjo et al. (2021) found that training and development have a positive and significant effect on employee performance.

H4: The development program (X4) has a positive and partially significant effect on the performance of ASN (Y) in the Batam City Disbudpar.

Simultaneous Hypothesis

H5: Leadership style (X1), competence (X2), infrastructure (X3), and development program (X4) simultaneously have a significant effect on the performance of ASN (Y) in the Batam City Disbudpar.

Conceptual Framework

The conceptual framework describes the causal relationship between four independent variables against one dependent variable. Leadership Style (X1), Competency (X2), Infrastructure (X3), and Development Program (X4) each have a direct (partial) influence on the Performance of ASN (Y), while forming a simultaneous influence together. This framework illustrates that improving the performance of civil servants is the result of synergy between effective leadership, competent human resources, adequate infrastructure support, and sustainable development programs.

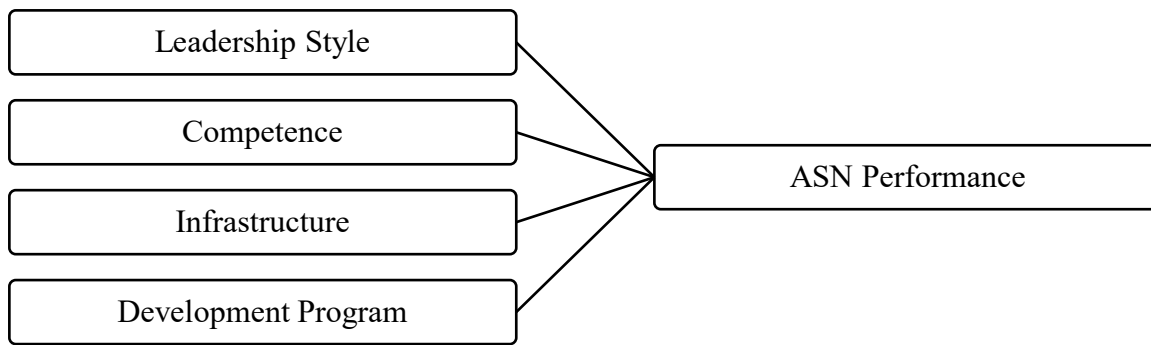


Figure 1. Research Conceptual Framework

RESEARCH METHODS

This study uses a quantitative approach with a causal associative design, which is a study that aims to determine the cause-and-effect relationship between two or more variables (Sugiyono, 2019).

The research was carried out at the Batam City Culture and Tourism Office (Disbudpar), Riau Islands Province. The population in this study is all active civil servants in the Batam City Disbudpar which totals 69 people. Given the number of populations that can be reached as a whole, this study uses a saturated sampling technique (census) so that all members of the population are sampled, namely $N = 69$ respondents (Sugiyono, 2019). Primary data were collected through a five-point Likert scale closed-ended questionnaire (1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree). The questionnaire consisted of 38 statement items that measured five variables: Leadership Style (8 items), Competency (8 items), Infrastructure Facilities (7 items), Development Program (7 items), and ASN Performance (8 items). The operational definition, indicators, source of indicators, and number of items for each variable are presented in Table 1.

Table 1. Operational Definitions of Variables

Variable	Operational Definition	Indicators	Source of Indicators	Items
Leadership Style (X1)	The pattern of behaviour used by a leader to influence subordinates in order to achieve organizational goals	Idealized influence; inspirational motivation; intellectual stimulation; individualized consideration	Bass & Avolio (1994); Robbins & Judge (2019)	8
Competence (X2)	An underlying characteristic of an individual that is causally related to effective and superior performance at work	Motives; traits; self-concept; knowledge; skill	Spencer & Spencer (1993); McClelland (1973)	8
Infrastructure (X3)	All tools, equipment, and facilities that directly support the smooth running of the work process	Availability of work equipment; adequacy of information systems; condition of the workspace; supporting facilities	Herzberg et al. (1959); Sedarmayanti (2020)	7
Development Program (X4)	A series of planned activities designed to improve the knowledge,	Technical training; technical guidance; comparative study; career development;	Kasmir (2019); Mathis & Jackson	7

Variable	Operational Definition	Indicators	Source of Indicators	Items
ASN Performance (Y)	skills, attitudes, and behaviour of employees The quality and quantity of work achieved by an employee in carrying out duties in accordance with assigned responsibilities	suitability of programme to needs Quality; quantity; timeliness; effectiveness; independence	(2011); Becker (1964) Mangkunegara (2017); Robbins (2018); Government Regulation No. 30 of 2019	8

Source: Processed from the literature (2026)

Before being distributed to 69 respondents, the questionnaire was first tested on 30 respondents outside the main sample (pilot study). The validity test uses Pearson Correlation with the criterion of a valid item if $r\text{-count} > r\text{-table}$ ($df = 28$, $\alpha = 5\%$, $r\text{-table} = 0.361$). The reliability test was used using the Cronbach's Alpha method with the criteria of a reliable instrument if the $\alpha \geq$ value was 0.70 (Ghozali, 2018). The results of the instrument test are presented in full in Table 2 and Table 3 below.

Table 2. Results of the Validity Test of Research Instruments

No.	Statement (Summary)	r-count	r-table	Sig.	Remarks
Variable X1: Leadership Style (8 items)					
1	Leadership Style 1	0.712	0.361	0.000	Valid
2	Leadership Style 2	0.689	0.361	0.000	Valid
3	Leadership Style 3	0.651	0.361	0.000	Valid
4	Leadership Style 4	0.703	0.361	0.000	Valid
5	Leadership Style 5	0.724	0.361	0.000	Valid
6	Leadership Style 6	0.638	0.361	0.001	Valid
7	Leadership Style 7	0.691	0.361	0.000	Valid
8	Leadership Style 8	0.667	0.361	0.000	Valid
Variable X2: Competency (8 items)					
1	Competence 1	0.741	0.361	0.000	Valid
2	Competence 2	0.698	0.361	0.000	Valid
3	Competence 3	0.615	0.361	0.001	Valid
4	Competence 4	0.627	0.361	0.001	Valid
5	Competence 5	0.712	0.361	0.000	Valid
6	Competence 6	0.674	0.361	0.000	Valid
7	Competence 7	0.739	0.361	0.000	Valid
8	Competence 8	0.583	0.361	0.002	Valid
Variable X3: Infrastructure (7 items)					
1	Infrastructure 1	0.784	0.361	0.000	Valid
2	Infrastructure 2	0.756	0.361	0.000	Valid
3	Infrastructure 3	0.698	0.361	0.000	Valid
4	Infrastructure 4	0.431	0.361	0.017	Valid
5	Infrastructure 5	0.643	0.361	0.001	Valid
6	Infrastructure 6	0.721	0.361	0.000	Valid
7	Infrastructure 7	0.587	0.361	0.001	Valid
Variable X4: Development Program (7 items)					
1	Development Program 1	0.704	0.361	0.000	Valid

No.	Statement (Summary)	r-count	r-table	Sig.	Remarks
2	Development Program 2	0.681	0.361	0.000	Valid
3	Development Program 3	0.659	0.361	0.000	Valid
4	Development Program 4	0.712	0.361	0.000	Valid
5	Development Program 5	0.634	0.361	0.001	Valid
6	Development Program 6	0.587	0.361	0.001	Valid
7	Development Program 7	0.723	0.361	0.000	Valid
Variable Y: ASN Performance (8 Items)					
1	ASN Performance 1	0.751	0.361	0.000	Valid
2	ASN Performance 2	0.703	0.361	0.000	Valid
3	ASN Performance 3	0.689	0.361	0.000	Valid
4	ASN Performance 4	0.724	0.361	0.000	Valid
5	ASN Performance 5	0.667	0.361	0.000	Valid
6	Performance of ASN 6	0.638	0.361	0.001	Valid
7	ASN Performance 7	0.712	0.361	0.000	Valid
8	ASN Performance 8	0.698	0.361	0.000	Valid

Source: Research Data Processing Results (2026)

Table 3. Results of the Reliability Test of Research Instruments

No.	Variable	No. of Items	Cronbach's Alpha	Critical Values	Remarks
1	Leadership Style	8	0.879	≥ 0.70	Reliable
2	Competencies	8	0.863	≥ 0.70	Reliable
3	Infrastructure	7	0.831	≥ 0.70	Reliable
4	Development Program	7	0.847	≥ 0.70	Reliable
5	ASN Performance	8	0.812	≥ 0.70	Reliable

Source: Research Data Processing Results (2026)

Based on Table 2, all 38 statement items of the five variables were declared valid because they had a r-count value $>$ r-table (0.361). The r-count value ranges from 0.431 (item X3.4) to 0.784 (item X3.1), all of which are above the critical value. Based on Table 3, all variables were declared reliable because Cronbach's Alpha value ranged from 0.812 (Y: ASN Performance) to 0.879 (X1: Leadership Style), far exceeding the minimum threshold of 0.70. Thus, all research instruments are suitable for data collection on 69 research respondents.

Data Analysis Techniques

Data analysis using IBM SPSS Statistics version 26 included: (1) classical assumption tests (Kolmogorov-Smirnov normality, VIF multicollinearity, Glejser heteroscedasticity); (2) multiple linear regression analysis; (3) partial test (t-test, $\alpha = 5\%$, t-table = 1.999 for df = 64); (4) simultaneous test (F, $\alpha = 5\%$ test, F-table = 2.52 for df1 = 4, df2 = 64); and (5) the determination coefficient of R^2 (Ghozali, 2018).

RESULTS AND DISCUSSION

Classical Assumption Test Results

Before the regression analysis is carried out, a classical assumption test is first carried out to ensure that the model meets the BLUE (Best Linear Unbiased Estimator) requirements. The Kolmogorov-Smirnov test yielded Asymp. Sig. = 0.138 $>$ 0.05 (normal distribution). All VIF values are below 10, ranging from 1.293 to 2.130, so there is no multicollinearity. The Glejser test showed the entire Sig. $>$ 0.05 to the residual absolute value (no heteroscedasticity). The regression model is stated to meet all classical assumptions (Ghozali, 2018).

Table 4. Classical Assumption Test Results
One-Sample Kolmogorov-Smirnov Test

		Unstandardized Residual
N		69
Normal Parameters ^{a,b}	Mean	.0000000
	Std. Deviation	1.41988158
Most Extreme Differences	Absolute	.152
	Positive	.152
	Negative	-.120
Test Statistic		.152
Asymp. Sig. (2-tailed)		.138c

a. Test distribution is Normal.

b. Calculated from data.

c. Lilliefors Significance Correction.

Source: Research Data Processing Results (2026)

Table 5. Multicollinearity Test Results

Variable	Tolerance	VIF
Leadership Style	0.773	1.293
Competencies	0.470	2.130
Infrastructure	0.612	1.633
Development Program	0.695	1.438

Source: Research Data Processing Results (2026)

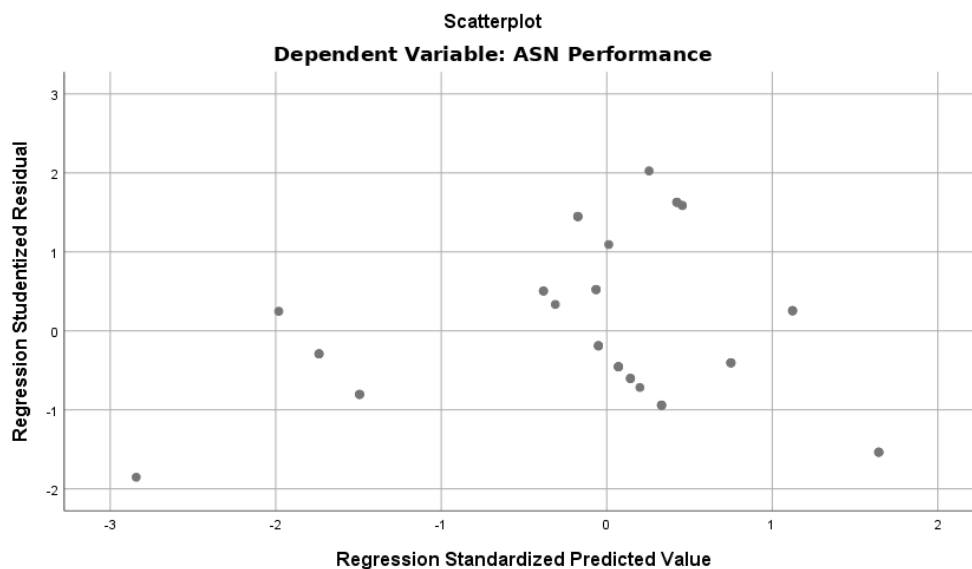


Figure 2. Results of the Heteroscedasticity Test (Scatterplot)

Source: Research Data Processing Results (2026)

Multiple Linear Regression Analysis Results

The results of multiple linear regression analysis with N = 69 respondents are presented in the following Table 6.

Based on Table 6, the multiple linear regression equations formed are:

$$Y = 3.218 + 0.291 X1 + 0.347 X2 + 0.218 X3 + 0.268 X4 + e$$

The constant value of 3.218 indicates the predicted performance of ASN when all independent variables are zero. Because all four predictors are measured on the same five-point Likert metric, their unstandardized coefficients are directly comparable. Competence carries the largest coefficient ($b_2 = 0.347$), followed by leadership style ($b_1 = 0.291$), development programs ($b_4 = 0.268$), and infrastructure ($b_3 = 0.218$). Each one-unit increase in competence is thus associated with an increase of 0.347 units in ASN performance, holding the other variables constant. The spread between the strongest and weakest predictor is 0.129 units, and the four t-values fall within a comparatively narrow band (3.070 to 3.989), so competence should be read as first among four closely ranked determinants rather than as a dominant factor that eclipses the others.

Table 6. Multiple Linear Regression Analysis Results
Coefficient

Models	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	3.218	1.914		1.681	0.098
Leadership Style	0.291	0.083	-.223	3.506	0.001
Competencies	0.347	0.087	.767	3.989	0.000
Infrastructure	0.218	0.071	-.281	3.070	0.003
Development Program	0.268	0.081	.857	3.309	0.002

a. Dependent Variable: ASN Performance

Source: Research Data Processing Results (2026)

F (Simultaneous) Test Results and Coefficient of Determination

Table 7. F-Test Results (ANOVA)

Models	Sum of Squares	df	Mean Square	F-count	Sig.
Regression	431.247	4	107.812	51.634	0.000
Residual	133.621	64	2.088		
Total	564.868	68			

a. Dependent Variable: ASN Performance

b. Predictors: (Constant), Leadership Style, Competence, Infrastructure, Development Program

Source: Research Data Processing Results (2026)

Table 8. Coefficient of Determination (Model Summary)

Models	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.883	0.779	0.764	1.445

a. Predictors: (Constant), Leadership Style, Competence, Infrastructure, Development Program

b. Dependent Variable: ASN Performance

Source: Research Data Processing Results (2026)

F-count (51.634) > F-table (2.52) with Sig. = 0.000 < 0.05, so the regression model is statistically significant as a whole and H5 is accepted. It should be noted that the F test establishes only that the four predictors jointly account for a significant share of the variance in ASN performance; it does not test the direction of any individual effect. Direction is established by the partial coefficients in Table 6, all four of which are positive. The value of $R = 0.883$ indicates a strong association between the four independent variables and ASN performance, and $R^2 = 0.779$ means that 77.9% of the variation in the performance of Batam City Disbudpar

ASN is explained jointly by leadership style, competence, infrastructure, and development programs. The remaining 22.1% is attributable to variables outside the model, such as work motivation, organizational climate, and compensation.

Hypothesis Discussion

The Influence of Leadership Style on ASN Performance (H1)

Leadership style (X1) has a positive and significant effect on the performance of ASN ($b_1 = 0.291$; $t\text{-count} = 3.506 > t\text{-table} = 1.999$; $\text{Sig.} = 0.001 < 0.05$) → H1 is accepted. Within the model, leadership style ranks second of the four predictors, close behind competence and ahead of both development programs and infrastructure. The direction of the finding agrees with Ratnasari and Sutjahjo (2021) and Ratnasari et al. (2020), who reported a significant leadership effect within the Batam City Government.

The result does not, however, replicate across all Batam settings. Rahmawati et al. (2023) found leadership style to be negative and non-significant among production employees at a manufacturing firm in the same city, with work environment and discipline carrying the explanatory weight instead. The divergence is informative rather than contradictory. Manufacturing production work is paced by the line and specified by standard operating procedures, which leaves limited discretionary space for a supervisor to influence output. Work at a culture and tourism office is the opposite: destination development, event execution, and promotional campaigns are non-routine, involve external stakeholders, and depend on priorities that only the leadership can set. Under Expectancy Theory (Vroom, 1964), leadership matters where it shapes instrumentality — the perceived link between effort and valued outcomes — and that link is precisely what is ambiguous in project-type public sector work and largely fixed in line-paced manufacturing. The significant coefficient obtained here is therefore consistent with the task characteristics of the Disbudpar rather than evidence that the null findings elsewhere were mistaken.

The Effect of Competency on ASN Performance (H2)

Competency (X2) had a positive and significant effect on the performance of ASN and is the strongest predictor in the model ($b_2 = 0.347$; $t\text{-count} = 3.989$; $\text{Sig.} = 0.000$) → H2 was accepted. The margin over the next predictor is modest: 0.056 units above leadership style and 0.129 above infrastructure. Competence is accordingly best described as the leading determinant among four that operate at comparable strength, not as a single dominant driver.

The direction of the finding is consistent with Sinaga et al. (2021) and Ratnasari et al. (2022). It should be noted that the competency literature is not uniform: several studies in Indonesian public sector settings report weak or non-significant direct effects, generally where competence is measured as a formal credential rather than as demonstrated capability. That distinction helps explain the present result. The Disbudpar instrument follows Spencer and Spencer (1993) in capturing applied capability — command of foreign languages, analysis of tourist visit data, and digital marketing — rather than qualification level. These are capabilities on which the office's outputs depend directly and visibly, and on which shortfalls cannot be absorbed by the organizational routine. Competence measured this way is closer to McClelland's (1973) original argument, which was that what predicts occupational performance is what a person can be observed to do, not what a credential asserts about them.

The Influence of Infrastructure Facilities on ASN Performance (H3)

Infrastructure facilities (X3) have a positive and significant effect on the performance of ASN ($b_3 = 0.218$; $t\text{-count} = 3.070$; $\text{Sig.} = 0.003$) → H3 is accepted. Infrastructure is the weakest of the four predictors, and this ordering is theoretically expected rather than anomalous. Under the Two-Factor Theory of Herzberg et al. (1959), facilities are a hygiene factor: their inadequacy depresses performance, but improving them beyond a functional threshold yields diminishing

returns because they do not generate motivation in themselves. A significant but comparatively small coefficient is exactly the signature such a factor should produce.

The finding also carries a diagnostic reading. The introduction identified inadequate work facilities as one of the four field problems at the Disbudpar, and a significant coefficient indicates that the office has not yet reached the threshold at which facilities cease to constrain output — ageing computer equipment and the absence of an integrated tourism information system still bind. The corollary is that the returns to further investment will fall once that threshold is passed, which is a different implication from the one attaching to competence or leadership. Sedarmayanti (2020) makes the same point in treating facility support as a prerequisite for productivity rather than as a driver of it.

The Influence of Development Programs on ASN Performance (H4)

The development program (X4) has a positive and significant effect on the performance of ASN ($b_4 = 0.268$; $t\text{-count} = 3.309$; $\text{Sig.} = 0.002$) → H4 is accepted, ranking third of the four predictors. The direction agrees with Sutjahjo et al. (2021).

Two features of the estimate deserve comment. First, the effect is smaller than that of competence, which is what Human Capital Theory (Becker, 1964) would predict: development programmes act on performance largely by building competence, so where competence is measured in the same model, part of the training effect is absorbed by that variable and the coefficient on development programmes should be attenuated. The two variables are best read jointly, as investment and stock respectively, rather than as independent levers. Second, the introduction noted that development at the Disbudpar is sporadic and weakly planned. A significant effect under those conditions suggests that the returns to training here are not yet saturated, and that structuring the programme would plausibly raise the coefficient rather than exhaust it — an interpretation that would not hold in an agency with an established annual development cycle.

Simultaneous Effect on ASN Performance (H5)

The regression model is significant as a whole ($F\text{-count} = 51.634$; $\text{Sig.} = 0.000$; $R^2 = 0.779$) → H5 is accepted. As noted above, the F test establishes joint explanatory power rather than direction; the positive direction of each contribution is established by the partial coefficients. The four variables together account for 77.9% of the variance in Disbudpar ASN performance, and no single one accounts for a disproportionate share of it: the unstandardized coefficients span a range of only 0.129 units. Performance at this office is therefore produced by a set of jointly operating conditions rather than by one decisive factor, and a policy that addresses only the strongest predictor would leave most of the explained variance untouched.

This pattern specifies the theoretical contribution claimed for the study. Expectancy Theory (Vroom, 1964) holds that effort is exerted when employees expect effort to produce performance, expect performance to produce outcomes, and value those outcomes. Read through that lens, the four variables are not four parallel causes but the organizational conditions on which the three expectancy components rest. Competence underwrites expectancy, since capability is what makes the link from effort to performance credible; development programmes are the mechanism by which the organization builds that capability over time; leadership supplies instrumentality by defining which outputs are recognised and rewarded; and infrastructure removes the hygiene constraints that would otherwise break the effort-performance link regardless of capability or intent. The near-equal coefficients are what this reading predicts, because the expectancy chain fails at whichever link is weakest, and no link can compensate for another.

The contribution of the study to the competency literature is more specific. Spencer and Spencer (1993) developed their model in corporate settings where competence is rewarded through pay and promotion, mechanisms that are constrained in the Indonesian civil service by rank-based remuneration and formal career paths. That competence nevertheless emerges as the

strongest predictor here indicates that its effect on performance does not depend on the extrinsic reward architecture the model was built around. This is relevant to bureaucracies inside special economic zones such as Batam, where agencies face performance demands set by investment-driven regional targets while operating under national civil service rules. In such settings, competence functions as a comparatively unconstrained lever precisely because it operates through the expectancy link rather than through instrumentality, which is where bureaucratic rules bind hardest.

CONCLUSIONS

This study set out to determine whether leadership style, competence, infrastructure, and development programs explain the performance of the State Civil Apparatus at the Batam City Culture and Tourism Office. The answer is affirmative on all four counts, and the more instructive result is the shape of the pattern rather than the individual verdicts. All four predictors are positive and significant, all four operate at comparable strength, and together they account for slightly more than three quarters of the variance in performance. Competence emerges as the leading determinant and infrastructure as the weakest, but the interval separating them is narrow enough that none of the four can be treated as dispensable. Performance at this office is produced by a configuration of conditions, not by a single decisive lever.

This configuration is intelligible through Expectancy Theory. Competence establishes the credibility of the link between effort and performance, and development programs are the mechanism through which the organization builds that competence over time, which is why the two are best read as stock and investment rather than as separate levers. Leadership supplies the link between performance and valued outcomes by determining which contributions are recognised. Infrastructure functions differently: as a hygiene condition it constrains performance when deficient without motivating when adequate, and its position as the weakest of the four predictors is what that status predicts. The practical implication follows directly from the near-equality of the coefficients. Because an expectancy chain fails at whichever link is weakest, and because no link substitutes for another, an intervention concentrated on any one variable will yield less than a balanced programme addressing all four.

The study also carries a boundary condition worth stating. Competence proved the strongest predictor in an employment system where rank-based remuneration and formal career paths limit the extent to which capability can be rewarded through pay or promotion. That its effect survives these constraints suggests that competence acts on performance through the expectancy link rather than through extrinsic reward, which is where civil service rules bind most tightly. For bureaucracies operating inside special economic zones, where agencies face investment-driven performance targets while remaining subject to national civil service regulation, competence is therefore the lever least restricted by the institutional environment, and the one on which sustained investment is most likely to be realised as measurable performance.

Limitations of the Study

Four limitations qualify the interpretation of these results. First, the study was conducted at a single agency with a census of 69 respondents. The census removes sampling error within the Disbudpar but does not license generalization to other agencies, and the findings should be read as specific to a culture and tourism office in a special economic zone rather than to the Indonesian civil service at large.

Second, the design is cross-sectional. The four variables and performance were measured at one point in time, so the causal ordering asserted in the framework rests on theory rather than on temporal precedence in the data. The effect of development programs in particular is likely to accumulate over periods longer than a single measurement window, and a cross-sectional estimate may understate it.

Third, all constructs were measured by self-report from the same respondents, which exposes the estimates to common method variance and to social desirability bias. The risk is not uniform across variables: respondents rating both their own competence and their own performance may inflate the association between them, whereas ratings of infrastructure refer to observable conditions and are less susceptible. Independent performance data, such as SKP realization records, would provide a stronger test.

Fourth, the model leaves 22.1% of the variance in ASN performance unexplained. Determinants identified in the literature but not included here — work motivation, organizational climate, compensation, work discipline, and job satisfaction — may account for part of that residual, and some of them may also mediate the effects estimated in this study. The ranking reported here is therefore a ranking within a partial model, not a complete account of what determines performance at the Disbudpar.

Suggestions

Based on the findings of the research, operational advice was submitted to the Head of the Batam City Culture and Tourism Office:

1. Strengthening Transformational Leadership: Hold an annual Leadership Retreat for echelon III and IV officials that includes coaching and mentoring materials, vision communication, and data-driven decision-making, accompanied by periodic evaluations through a 360-degree feedback mechanism.
2. Competency Gap Mapping: Compile a detailed Competency Mapping for each position that is aligned with the needs of the modern tourism industry (digital marketing, foreign languages, destination management), as the basis for recruitment, job rotation, and development planning.
3. Submission of Priority Infrastructure Budget: Document the need for infrastructure facilities that hinder performance—especially the renewal of >5-year-old computer devices, the procurement of an integrated tourism management information system, and the renovation of workspaces—as priority proposals in the Musrenbang.
4. Annual Human Resources Development Calendar: Set a structured training calendar with a minimum of two technical training and one career development program per ASN per year, with priority for digital capability development for ASN in the field of tourism promotion and marketing.
5. For the next researcher: expand the locus to all Riau Islands Provincial Tourism Offices, add mediation variables (motivation/job satisfaction), and consider mixed methods for a deeper understanding.

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