

Leadership Style, Human Capital, and Job Analysis as Determinants of Organizational Performance: The Mediating Role of Strategic Planning in the Local Government of South Buton Regency

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Abstract

This study investigates the influence of leadership style, human capital, and job analysis on organizational performance, with strategic planning serving as a mediating variable within the local government of South Buton Regency, Indonesia. Using a quantitative explanatory approach, data were obtained from 148 respondents across 37 regional government work units. Structural Equation Modeling was applied to analyze direct and indirect causal effects. The findings reveal that leadership style and job analysis significantly enhance organizational performance, whereas human capital shows a positive but insignificant direct impact. Strategic planning significantly mediates the relationships between leadership style and job analysis with organizational performance, but not that of human capital. These results emphasize the importance of adaptive leadership, competency-based job structuring, and systematic strategic planning as drivers of public-sector performance. The study offers theoretical contributions to public administration literature and practical implications for strengthening governance capacity in newly autonomous regions.

Keywords: *leadership style; human capital; job analysis; strategic planning; organizational performance.*

Introduction

Local governments play an essential role in delivering public services, promoting regional development, and ensuring administrative efficiency. As autonomous regions undergo institutional growth and structural consolidation, their performance is increasingly determined by internal managerial capacity, leadership quality, human resource competencies, and organizational clarity. South Buton Regency—one of Indonesia's relatively new autonomous regions—faces complex administrative challenges that affect its organizational performance, including inconsistent leadership transitions, limited competency utilization, suboptimal job structuring, and weak strategic alignment across organizational units.

Leadership is widely regarded as a fundamental driver of organizational effectiveness. Classical and modern leadership theories, including transformational, situational, charismatic, and servant leadership, emphasize the capacity of leaders to inspire, motivate, and align organizational actors toward collective goals. Yet, empirical findings remain mixed, suggesting that leadership effects vary depending on organizational contexts and may operate through indirect mechanisms such as strategic planning. These inconsistencies warrant a more integrated examination of how leadership influences performance in public-sector institutions, particularly within developing regional governments.

Human capital, encompassing employees' knowledge, skills, experience, and creativity, is recognized as a critical asset in strategic management theory. While prior research frequently associates strong human capital with improved performance, several studies reveal that its impact is not always direct or significant. Structural rigidities, inadequate competency mapping, and weak planning systems often hinder the translation of human capital into organizational outcomes. This is

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particularly relevant in local government settings where bureaucratic constraints limit the optimization of employee potential.

Job analysis, which includes job descriptions and job specifications, provides structural clarity regarding organizational roles, responsibilities, and competency requirements. Empirical evidence generally supports its positive effect on performance, indicating that well-defined job structures facilitate coordination, reduce ambiguity, and enhance efficiency. Nevertheless, little research has explored how job analysis interacts with managerial processes—such as strategic planning—to influence performance in decentralized public administration systems.

Strategic planning is a central mechanism through which organizations articulate long-term goals, evaluate internal and external environments, formulate strategies, and monitor implementation. Although some studies affirm its mediating role between managerial inputs and performance, others report non-significant or context-dependent results. These mixed findings highlight the need to examine strategic planning within specific public-sector contexts, particularly in regions experiencing rapid institutional change.

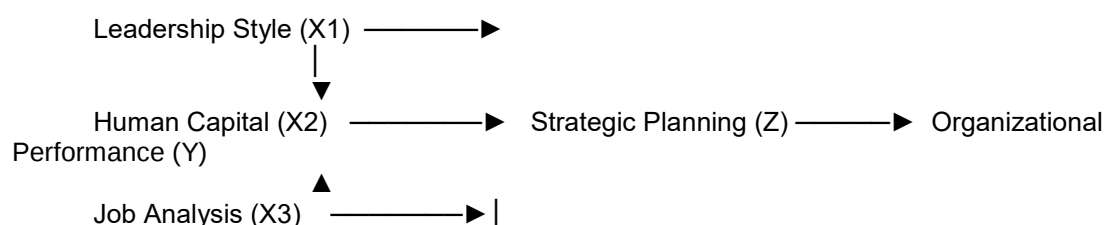
In South Buton Regency, observed administrative issues—including frequent leadership reshuffling, misalignment between employee competencies and job placements, and inconsistent planning implementation—demonstrate the importance of understanding how internal capacities interact with strategic planning to drive performance outcomes. These challenges create a strong rationale for investigating the direct and mediated relationships among leadership style, human capital, job analysis, and organizational performance.

Based on these theoretical and empirical considerations, this study develops an integrated conceptual model in which leadership style (X1), human capital (X2), and job analysis (X3) are proposed to influence organizational performance (Y) both directly and indirectly through strategic planning (Z). The following hypotheses are formulated to guide empirical analysis:

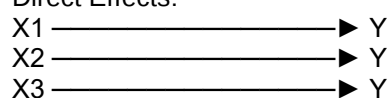
- **H1:** Leadership style positively influences organizational performance.
- **H2:** Human capital positively influences organizational performance.
- **H3:** Job analysis positively influences organizational performance.
- **H4:** Leadership style positively influences strategic planning.
- **H5:** Human capital positively influences strategic planning.
- **H6:** Job analysis positively influences strategic planning.
- **H7:** Strategic planning positively influences organizational performance.
- **H8–H10:** Strategic planning mediates the effects of leadership style, human capital, and job analysis on organizational performance.

Conceptual Framework & Methods

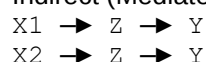
Gambar 1. Conceptual Framework



Direct Effects:



Indirect (Mediated) Effects:



X3 → Z → Y

Methods and Materials

Research Design

This study uses a quantitative explanatory research design to test direct and mediated causal relationships among leadership style, human capital, job analysis, strategic planning, and organizational performance. Structural Equation Modeling (SEM-PLS) was applied because it is suitable for predictive analysis, complex models, and latent constructs with multiple indicators.

Research Location and Period

The study was conducted in the regional government of **South Buton Regency**, Southeast Sulawesi, Indonesia, over the period of January–June 2025. The region represents a newly autonomous local government with evolving administrative systems and institutional capacity.

Population and Sample

The population consists of **761 civil servants** working across **37 Organizational Work Units (OPD)**. Using purposive and cluster sampling techniques, **148 respondents** were selected, specifically targeting individuals involved in planning, program formulation, staff management, and organizational structuring.

Variables and Measurement

This study involves:

- **Exogenous Variables:** Leadership Style (X1), Human Capital (X2), Job Analysis (X3)
- **Mediating Variable:** Strategic Planning (Z)
- **Endogenous Variable:** Organizational Performance (Y)

All indicators were measured using a **5-point Likert scale (1 = strongly disagree; 5 = strongly agree)**. The indicators were adapted from validated instruments in the literature.

Data Collection Instruments

A structured questionnaire was developed based on theoretical constructs by Bass & Avolio (leadership), Becker (human capital), Daft & Dessler (job analysis), and Permendagri No. 86/2017 (strategic planning). Content validity was ensured through expert review involving three academics in public administration.

Data Analysis Technique

SEM-PLS was employed, comprising:

- **Measurement Model Evaluation:**
 - Outer loadings
 - Construct reliability (Cronbach's Alpha, Composite Reliability)
 - Convergent validity (AVE)
- **Structural Model Evaluation:**
 - Path coefficients
 - t-statistics and p-values via bootstrapping
 - Coefficient of determination (R^2)
 - Mediation analysis (indirect effects)

This method supports both theory testing and prediction accuracy.

Table 1. Operational Definition of Variables

Table 1. Operationalization of Variables

Variable	Dimension	Indicator Examples	Scale	Source
Leadership Style (X1)	Transformational, Situational, Charismatic, Servant	Inspirational motivation, adaptability, vision clarity, empathy	Likert 1–5	Bass & Avolio (1994); Greenleaf (1977); Hersey & Blanchard (1988)
Human Capital (X2)	Knowledge, Skills, Experience, Creativity	Educational background, technical competence, problem-solving ability	Likert 1–5	Becker (1964); Bontis (2001)
Job Analysis (X3)	Job Description, Job Specification	Task clarity, competency requirements, responsibility structure	Likert 1–5	Mathis & Jackson (2011); Dessler (2017)
Strategic Planning (Z)	Vision–Mission, Environmental Analysis, Goals–Indicators, Strategy Formulation	Clarity of strategic targets, alignment with resources, monitoring & evaluation	Likert 1–5	Permendagri 86/2017; Bryson (2018)
Organizational Performance (Y)	Effectiveness, Efficiency	Achievement of targets, innovation, productivity, resource utilization	Likert 1–5	Daft (2014); Kaplan & Norton (1996)

Results and Discussion

Measurement Model Evaluation

Evaluasi model pengukuran dilakukan untuk memastikan bahwa setiap konstruk memiliki reliabilitas internal, konsistensi struktural, dan validitas konvergen yang memadai. Berdasarkan hasil uji reliabilitas, seluruh konstruk menunjukkan nilai **Cronbach's Alpha** dan **Composite Reliability (CR)** di atas 0.70, sehingga memenuhi kriteria reliabilitas. Nilai **Average Variance Extracted (AVE)** seluruh variabel juga berada di atas 0.50, yang berarti indikator mampu menjelaskan varians konstruk secara memadai.

Validitas diskriminan diuji menggunakan **Heterotrait-Monotrait Ratio (HTMT)**, dan seluruh nilai HTMT ditemukan < 0.90 , sehingga antar konstruk memiliki diskriminasi yang baik. Uji kolinearitas menunjukkan nilai **VIF** di bawah batas kritis ($VIF < 5$), sehingga tidak ditemukan masalah multikolinearitas dalam model.

Dengan terpenuhinya kriteria reliabilitas dan validitas tersebut, seluruh konstruk dinyatakan layak untuk digunakan pada tahap evaluasi model struktural.

Structural Model Evaluation

Coefficient of Determination (R^2)

Model struktural menghasilkan nilai:

 R^2 Kinerja Organisasi (Y) = 0.511

Menunjukkan bahwa 51.1% variasi kinerja organisasi dapat dijelaskan oleh analisis jabatan, gaya kepemimpinan, human capital, dan perencanaan strategik.

 R^2 Perencanaan Strategik (Z) = 0.294

Mengindikasikan bahwa 29.4% variasi perencanaan strategik dipengaruhi oleh analisis jabatan, gaya kepemimpinan, dan human capital.

Nilai-nilai ini berada pada kategori **moderat**, sesuai standar Chin (1998).

Effect Size (f^2)

Berdasarkan hasil *f-square*, diperoleh bahwa:

- Analisis Jabatan → Perencanaan Strategik (Z) memberikan pengaruh sedang ($f^2 = 0.273$).
- Gaya Kepemimpinan → Perencanaan Strategik (Z) memberikan pengaruh kecil-sedang ($f^2 = 0.146$).
- Human Capital → Kinerja Organisasi memberikan pengaruh moderat ($f^2 \approx$ sedang).
- Perencanaan Strategik → Kinerja Organisasi memberikan pengaruh besar ($f^2 = 0.885$).

Dengan demikian, **Perencanaan Strategik (Z)** merupakan konstruk yang paling berpengaruh dalam model.

Model Fit

Hasil *Standardized Root Mean Square Residual (SRMR)* sebesar **0.058**, lebih kecil dari batas 0.08, sehingga model dinyatakan fit.

Nilai **NFI = 0.813** juga menunjukkan tingkat *goodness-of-fit* yang dapat diterima.

Hypothesis Testing

Tabel berikut menyajikan hasil pengujian koefisien jalur berdasarkan *bootstrapping* ($n = 5.000$):

Hubungan	Original Sample	T Statistic	P Value	Keputusan
X3 → Y	0.087	1.112	0.267	Tidak signifikan
X3 → Z	0.391	5.389	0.000	Signifikan
X1 → Y	0.118	1.546	0.123	Tidak signifikan
X1 → Z	0.298	4.068	0.000	Signifikan
X2 → Y	0.268	3.514	0.000	Signifikan
X2 → Z	-0.045	0.554	0.580	Tidak signifikan
Z → Y	0.460	6.657	0.000	Signifikan

Interpretasi hasil:**1. Analisis Jabatan (X3)**

- Tidak berpengaruh langsung terhadap Kinerja Organisasi (Y).
- Namun berpengaruh signifikan terhadap Perencanaan Strategik (Z).

2. Gaya Kepemimpinan (X1)

- Tidak berpengaruh langsung terhadap Y.
- Berpengaruh signifikan terhadap Z.

3. Human Capital (X2)

- Berpengaruh signifikan terhadap Y.
- Tidak berpengaruh terhadap Z.

4. Perencanaan Strategik (Z)

- Memberikan pengaruh kuat dan signifikan terhadap Y.
- Menjadi faktor yang paling menentukan dalam peningkatan kinerja organisasi.

Mediation Analysis

- **X3 → Z → Y (Mediasi terjadi)**

Karena X3 → Z signifikan dan Z → Y signifikan. Perencanaan strategik terbukti menjadi mediator penting.

- **X1 → Z → Y (Mediasi terjadi)**

Perencanaan strategik secara signifikan menjembatani pengaruh kepemimpinan pada kinerja.

- **X2 → Z → Y (Tidak terjadi mediasi)**

Human capital tidak berpengaruh terhadap Z sehingga mediasi tidak terbentuk.

Discussion

Hasil penelitian menunjukkan bahwa **perencanaan strategik berperan sebagai elemen kunci** dalam meningkatkan kinerja organisasi pemerintah daerah. Konstruk ini bukan hanya mempengaruhi kinerja secara langsung, tetapi juga menjadi mekanisme yang menjembatani pengaruh analisis jabatan dan gaya kepemimpinan terhadap kinerja organisasi.

Analisis Jabatan

Meskipun analisis jabatan tidak berpengaruh langsung terhadap kinerja organisasi, temuan menunjukkan bahwa analisis jabatan memberikan kontribusi yang signifikan terhadap penguatan perencanaan strategik. Hal ini konsisten dengan teori manajemen SDM yang menyatakan bahwa struktur jabatan yang jelas meningkatkan efektivitas proses perencanaan.

Gaya Kepemimpinan

Gaya kepemimpinan tidak memberikan pengaruh langsung pada kinerja, namun pengaruhnya termanifestasi melalui perencanaan strategik. Temuan ini mendukung pandangan bahwa kepemimpinan dalam sektor publik bekerja melalui mekanisme manajerial, bukan hanya pengaruh langsung pada output organisasi.

Human Capital

Human capital terbukti menjadi faktor yang berpengaruh nyata terhadap kinerja organisasi. Kemampuan, keterampilan, dan pengalaman ASN merupakan kontributor langsung bagi peningkatan produktivitas dan efektivitas organisasi. Namun, human capital tidak mempengaruhi perencanaan strategik, yang menunjukkan perlunya peningkatan kompetensi aparatur dalam aspek perencanaan.

Perencanaan Strategik sebagai Faktor Dominan

Temuan yang paling menonjol adalah bahwa perencanaan strategik merupakan variabel yang memberikan pengaruh terbesar pada kinerja organisasi. Hal ini menegaskan bahwa keberhasilan pemerintahan daerah sangat dipengaruhi oleh kualitas proses perencanaan yang sistematis, terukur, dan berbasis data.

Conclusion

Penelitian ini bertujuan untuk menganalisis pengaruh gaya kepemimpinan, human capital, dan analisis jabatan terhadap kinerja organisasi, dengan perencanaan strategik sebagai variabel mediasi, pada pemerintah daerah Kabupaten Buton Selatan. Hasil penelitian memberikan beberapa temuan penting yang dapat disimpulkan sebagai berikut:

1. **Perencanaan strategik merupakan faktor yang paling dominan dalam meningkatkan kinerja organisasi.** Variabel ini berpengaruh langsung, kuat, dan signifikan terhadap kinerja, serta berperan sebagai mediator pada sebagian besar hubungan antarvariabel, khususnya pada pengaruh analisis jabatan dan gaya kepemimpinan terhadap kinerja organisasi.
2. **Human capital terbukti berpengaruh positif dan signifikan terhadap kinerja organisasi,** namun tidak signifikan terhadap perencanaan strategik. Hal ini menegaskan bahwa

kompetensi individu aparatur secara langsung meningkatkan performa organisasi, tetapi belum banyak berkontribusi terhadap kualitas perencanaan strategis.

3. **Analisis jabatan berpengaruh signifikan terhadap perencanaan strategik**, tetapi tidak berpengaruh langsung terhadap kinerja organisasi. Temuan ini menunjukkan bahwa struktur jabatan yang jelas menjadi fondasi penting bagi penyusunan perencanaan yang efektif, yang pada akhirnya berdampak pada peningkatan performa.
4. **Gaya kepemimpinan tidak berpengaruh langsung terhadap kinerja organisasi**, tetapi memberikan pengaruh signifikan terhadap perencanaan strategik. Dengan demikian, kepemimpinan bekerja terutama melalui mekanisme perencanaan, bukan sebagai faktor yang berdampak langsung pada kinerja.
5. **Mediasi perencanaan strategik terbukti terjadi pada dua hubungan:**
 - (a) analisis jabatan → perencanaan strategik → kinerja organisasi
 - (b) gaya kepemimpinan → perencanaan strategik → kinerja organisasi Namun tidak terjadi pada pengaruh human capital.

Secara keseluruhan, temuan ini menegaskan bahwa kinerja organisasi pemerintah daerah sangat dipengaruhi oleh kapasitas perencanaan strategik yang kuat, terstruktur, dan mampu mengintegrasikan berbagai sumber daya internal, termasuk kepemimpinan dan struktur jabatan. Oleh karena itu, penguatan sistem perencanaan menjadi rekomendasi strategis utama bagi peningkatan kinerja organisasi pada sektor publik di daerah otonomi baru.

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Declarations

Author Contributions

Conceptualization, A.A.; methodology, A.A.; software, A.A.; validation, A.A., D.T.S., and S.Z.; formal analysis, A.A.; investigation, A.A.; resources, A.A.; data curation, A.A.; writing—original draft preparation, A.A.; writing—review and editing, A.A. and W.O.H.U.; visualization, A.A.; supervision, D.T.S.; project administration, A.A. All authors have read and agreed to the published version of the manuscript.

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Institutional Review Board Statement

Not Applicable. The study did not involve any procedures requiring ethical approval by an institutional ethics committee.

Informed Consent Statement

Informed consent was obtained from all subjects involved in this study. Participation was voluntary, and respondents were assured of anonymity and confidentiality.

Data Availability Statement

The data presented in this study are available on request from the corresponding author. The data are not publicly available due to privacy and administrative restrictions.

Conflicts of Interest

The authors declare no conflict of interest regarding the publication of this manuscript. All ethical aspects, including plagiarism, informed consent, misconduct, data fabrication or falsification, double submission, and redundancy, have been fully observed by the authors.

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