Improving the Work Achievement of State Civil Services Through the Leadership Style

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ABSTRACT

The purpose of this study was to analyze the factors that influence the work performance of state civil servants (ASN) in the North Sumatera province. The sample in this study was 123 people, using Structure Equation Modeling (SEM) as a data analysis technique. This study concludes that motivation, self-efficacy, and professionalism have a significant effect on leadership style, while competence does not significantly affect leadership style. Leadership style and motivation do not significantly affect work performance, while self-efficacy, professionalism and competence significantly affect work performance. This study provides information that in order to improve ASN work performance, strong leadership is needed and can provide motivation that increases confidence in the ability of ASN and also increases professionalism in carrying out duties and responsibilities as a civil servant. Competence is a necessity that must be owned by all civil servants who are given responsibility by the leadership.

ARTICLE INFO

INTRODUCTION

Job performance is the result of an employee's work during a certain period compared to various possibilities, for example standards, targets or criteria that have been determined in advance and are mutually agreed upon. Work performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities assigned to him (Mangkunegara, 2006). To measure work performance, it is necessary to consider several indicators including wages or salaries, awards,

health benefits, pensions and performance allowances (Suprihanto, 2004).

Job performance will be achieved if you have a good leader, where the leader is able to protect all employees to achieve the desired goals. Many public complaints about the services provided by the State Civil Apparatus (ASN) on duty in the sub-districts and village offices are a measure of work performance. ASN working hours that are often late, slow service, friendliness in providing services to the community are a small part of the size of the ASN's less than optimal work performance. Service problems are the tip of the iceberg of the many service problems provided by ASN to the community. This of course must be resolved one by one. Resolving the aforementioned problems will improve the work performance of ASN itself which in turn will provide a better perception for the community.

It is common knowledge that many people complain about the services they receive from ASN, of course this condition is an indicator for assessing that ASN's work performance is questionable. As the spearhead for the central government to provide maximum service to the community, maximizing the work of ASN to achieve work performance that can be proud of is something that must be carried out by leaders of government organizations. Empirically, a research by Trisnaningsih (2001) states that a person's success in a field of work is largely determined by the level of competence, professionalism and also commitment to the field he is engaged in. Meanwhile Leon-Perez et al. (2011); Noviawati (2016) stated that Self Efficacy is an important factor to improve employee work performance. Research by Oleszkiewicz & Lachowicz-tabaczek (2016) shows that compensation is one of the factors that determines an increase in one's work performance. Kuswadi (2004); Ukpong & Uchendu (2012) states that work performance can be influenced, among others, by variables of employee job satisfaction, employee abilities, motivation, work environment, leadership and others.

Many studies have been conducted to measure the work performance of an employee or employee. Many research results indicate that motivation, self-efficacy, professionalism, competence, leadership style and other variables can affect employee work performance (Ramaditya, & Prihantoro, 2020; Wibowo & Bhinekawati, 2021; Setiorini & Rachmarwi, 2020). However, this research is the first to be conducted in all villages in the Percut Sei Tuan sub-district to measure the work performance of ASN with leadership style as an intervening variable. This research provides clear information about how to solve the problems faced by the leadership of the Percut Sei Tuan sub-district.

One of the important variables to improve work performance is motivation. Hasibuan (2006) states that motivation is a skill in directing employees and organizations to want to work successfully, so that the desires of employees and organizational goals are achieved at the same time. Research Ciobanu & Androniceanu (2015); Kuranchie-Mensah & Amponsah-Tawiah (2016); Ghaffari et al. (2017) show that allowances, main tasks based on expertise, independence in carrying out tasks, leadership leadership, and professionalism of employees running are the causes of a person's motivation to be high which in turn will improve employee performance. This research proves that the freedom and independence to carry out tasks creates high work motivation and ultimately improves employee performance.

Self Efficacy is one of the variables that can have an impact on employee work performance. Yusuf & Nurihsan (2008) suggest that self-efficacy is self-confidence (self-confidence) in one's own ability to display behavior that will lead to the expected results. Research conducted by Randhawa (2004); N. Iroegbu (2015); Çetin & Aşkun (2018) stated that self-efficacy is the most dominant variable to improve work performance. Jeanne (2008) measures self-efficacy by using several indicators including the success of target achievement, team success and the ability to give and convey work messages.

The next variable that needs to be considered that can affect job performance is employee professionalism. Sedarmayanti (2010) states that professionalism is a pillar that will position the bureaucracy as an effective machine for the government and as a parameter of apparatus competence in working well. The measure of professionalism is competence, effectiveness, and efficiency as well as responsibility. Research by Dinger et al. (2015); Kang & Lim (2016); Hadisantoso et al. (2017) stated that the professionalism of employees' work improves employee performance. Kurniawan (2005) uses several indicators to measure employee professionalism, including equality, equity, loyalty and accountability.

Another important variable is the competence possessed by employees. Wibowo (2012) explains that competence is the ability to carry out a job that is based on skills and knowledge and is supported by the work attitude demanded by the job. Three important components for forming competencies are knowledge, skills and attitudes Hutapea & Thoha (2008). Research conducted by Kim et al. (2009); Owan & Agunwa (2019); Parashakti et al. (2020) show that competence is an important and dominant variable in improving employee work performance.

It is important to consider variables that indirectly have an impact on the previously described variables. This variable is the leadership style. Sopiah (2008) mentions several factors that influence the effectiveness of a leader in running an organization including personality, experience, superior behavior, subordinate behavior and peer behavior, organizational culture and the policies he sets. A good leadership style will be liked by ASN, so that it will form an attitude in ASN to work as well as possible to get maximum work performance as expected by the leadership, and vice versa if the leadership style that ASN is not happy with will have an adverse impact on organization.

The explanation in this section will ultimately form an image of the research model, which can be seen as in Figure 1 below:
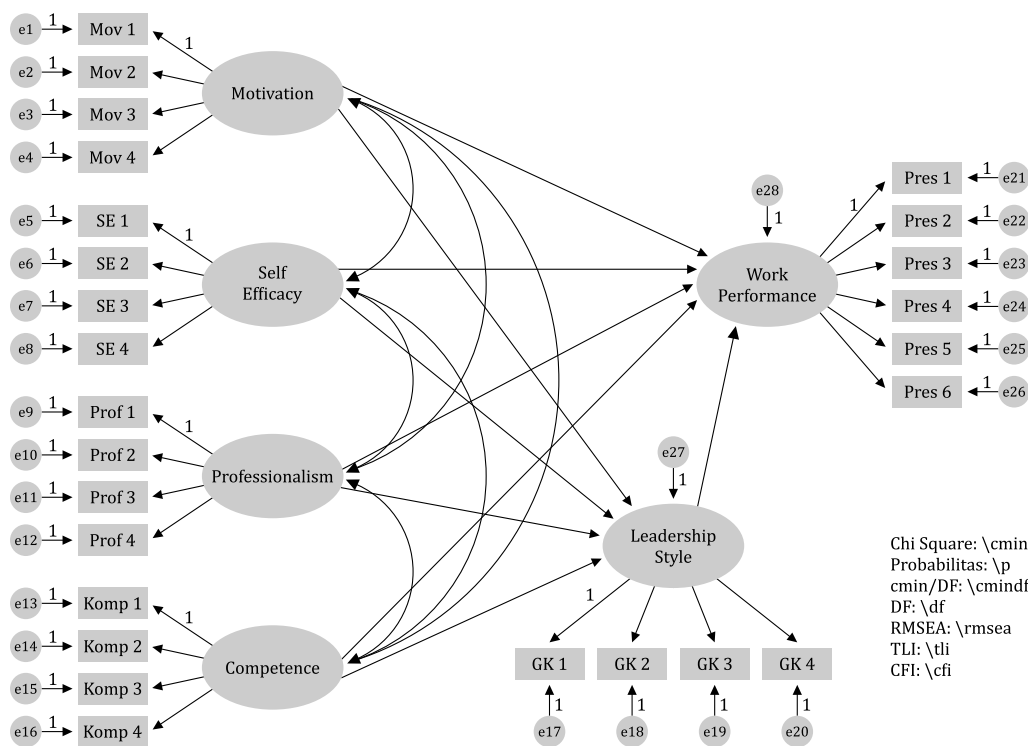

Figure 1. Research Model Framework

RESEARCH METHODS

The approach in this research is a quantitative approach. As for the population in this study were employees who served in the Village office in Percut Sei Tuan sub-district, Deli Serdang Regency, North Sumatra Province. The sampling technique used in this study is a saturated sampling technique, in which the entire population is sampled. This technique was chosen because according to (Hair et al., 2010) the ideal number of samples for Structural Equation Modeling (SEM) is between 100-200 samples. To produce good data quality, the research instrument must be fulfilled, namely validity and reliability.

The suitability of the model is evaluated through a review of several Goodness-Of-Fit criteria. The first action is to evaluate whether the data used can meet the SEM assumptions, namely: sample size, normality, outliers and multicollinearity and similarity. After that perform the suitability test and its cut off value which is used to test whether a model is accepted or rejected (Augusty, 2006)

based on the following table:

Table 1. Goodness of Fit Index

Goodness of Fit Index	Cut-off Value
$\chi 2$ Chi- Square Statistik	df, $\alpha = 5\%$
Probability	$\geq 0,05$
CMIN/DF	≤ 2.00
GFI	≥ 0.90
AGFI	≥ 0.90
TLI	≥ 0.95
CFI	≥ 0.95
RMSEA	≤ 0.08

Source: Augusty, 2006

RESULTS AND DISCUSSION
Confirmatory Faktor Analysis

This confirmatory factor analysis is a measurement stage of the dimensions that form the latent variables in the research model. As usual factor analysis, the purpose of confirmatory factor analysis is to test the validity analysis. The results of the confirmatory factor analysis of each model can then be explained as follows:

Table 2. Test results CFA Construct

Research variable		Factor Loading	Error Variance	Individual Reliability	Composed Reliability	Average Variance Extracted
		>0.50	Not Negative	>0.50	>0.70	>0.50
Motivation (X_1)	$X_{1 \cdot 1}$	0.800	0.044	0.60		
	$X_{1 \cdot 2}$	0.760	0.036	0.51	0.772	0.622
	$X_{1 \cdot 3}$	0.463	0.040	0.78		
	$X_{1 \cdot 4}$	0.663	0.044	0.76		
Self Efficacy (X_2)	$X_{2 \cdot 1}$	0.671	0.048	0.53		
	$X_{2 \cdot 2}$	0.670	0.078	0.58	0.857	0.787
	$X_{2 \cdot 3}$	0.909	0.068	0.91		
	$X_{2 \cdot 4}$	0.831	0.030	0.87		
Professionalism (X_3)	$X_{3 \cdot 1}$	0.906	0.111	0.77		
	$X_{3 \cdot 2}$	0.701	0.066	0.53	0.837	0.749
	$X_{3 \cdot 3}$	0.592	0.065	0.51		
	$X_{3 \cdot 4}$	0.781	0.047	0.85		
Competence (X_4)	$X_{4 \cdot 1}$	0.840	0.055	0.67		
	$X_{4 \cdot 2}$	0.470	0.053	0.51	0.773	0.628
	$X_{4 \cdot 3}$	0.578	0.061	0.53		
	$X_{4 \cdot 4}$	0.793	0.052	0.76		
Leadership Style (Y_1)	$Y_{1 \cdot 1}$	0.853	0.038	0.77		
	$Y_{1 \cdot 2}$	0.744	0.034	0.61	0.866	0.803
	$Y_{1 \cdot 3}$	0.644	0.030	0.77		
	$Y_{1 \cdot 4}$	0.889	0.030	0..77		
Work performance (Y_2)	$Y_{2 \cdot 1}$	0.707	0.050	0.70		
	$Y_{2 \cdot 2}$	0.779	0.036	0.78		
	$Y_{2 \cdot 3}$	0.815	0.030	0.78	0.888	0.819
	$Y_{2 \cdot 4}$	0.773	0.028	0.76		
	$Y_{2 \cdot 5}$	0.746	0.032	0.75		
	$Y_{2 \cdot 6}$	0.702	0.040	0.70		

Source: Processed Data, 2021

Table 2 shows that all the constructs on each variable in this study are used to form a research model, in the confirmatory factor analysis process, they have met the predetermined goodness of-fit criteria.

Goodness of fit Model Structure Equation Modelling Test

Research using Structure Equation Modeling requires testing in stages, and one of the tests is that it must meet the right assumptions (fit). If the research model that has been formed does not meet the fit assumption, then the model that has been proposed needs to be revised. In this study, the model has been revised by making

modifications to the model. Modification of the model was carried out by removing the instruments which were considered to have the greatest modification indices value. After modifying the model, the following modification results can be seen:

The results of testing the goodness of fit index in this study are as shown in table 3 below:

Results of Linear Regression Model and Direct Effect on Structure Equation Modeling

After all the assumptions have been fulfilled, then a linear regression model will be formed which can provide an overview of the relationships
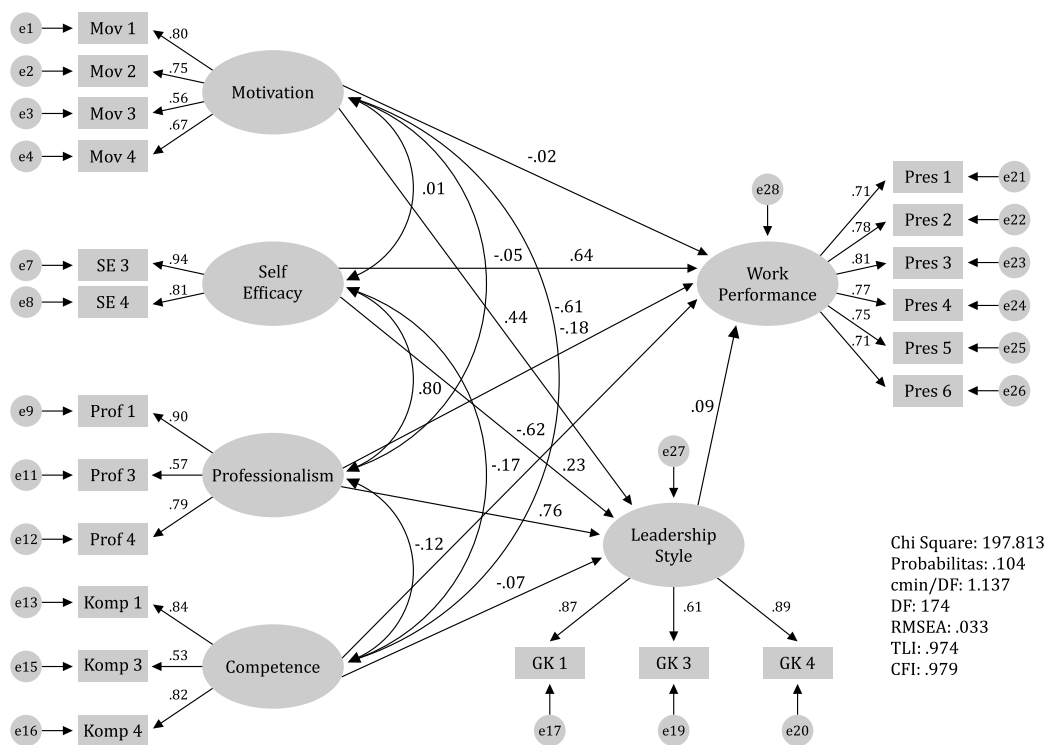

Figure 2. Modified Research Model

Table 3. Goodness of fit Index Test

No	Goodness of fit Index	Cut of Value	Test result	Conclusion
1	Chi Square	≤ Chi Square-tabel pada sig. 5% (0.05) (310.397)	197.813	Very good
2	Probability	>0.05	0.104	Very good
3	RMSEA	<0.08	0.033	Very good
4	TLI	>0.90	0.974	Very good
5	CFI	>0.90	0.979	Very good

Source: Processed Data, 2021

formed in the Structure Equation Modeling. The results of the formation of this linear regression model are in the following table:

Table 4 shows that the probability value of motivation influencing leadership style is ***. The probability value is less than 0.05 (*** < 0.05) so it can be concluded that motivation has a significant effect on leadership style. The magnitude of the influence of motivation on the leadership style is indicated by the estimated value of 0.437. This means that every change in the motivation of a certain unit will increase the leadership style in villages and sub-districts around Percut Sei Tuan by 43.7%.

The probability of Self Efficacy affecting the leadership style is 0.003. The probability value is less than 0.05 (0.003 < 0.05) so it can be concluded that Self Efficacy has a significant effect on leadership style. The amount of Self Efficacy affects the leadership style indicated by the estimated value of -0.621. This means that every change in Self Efficacy for a certain unit will reduce the leadership style in villages and sub-districts around Percut Sei Tuan by 62.1%.

The probability of professionalism affecting the leadership style is as big as ***. The probability value is less than 0.05 (*** < 0.05) so it can be concluded that professionalism has a significant effect on leadership style. The amount of professionalism affecting the leadership style is indicated by the estimated value of 0.761. This

means that every change in professionalism for a certain unit will increase the leadership style in villages and sub-districts around Percut Sei Tuan by 76.1%.

The probability of competence affecting leadership style is 0.475. This probability value is greater than 0.05 (0.475 > 0.05) so it can be concluded that competence has no significant effect on leadership style. The amount of competence affecting the leadership style is indicated by the estimated value of -0.072. This means that every change in the competence of a certain unit will decrease the leadership style in villages and sub-districts around Percut Sei Tuan by 7.2%.

The probability of motivation affecting work performance is 0.898. This probability value is greater than 0.05 (0.898 > 0.05), so it can be concluded that motivation has no significant effect on work performance. The amount of motivation affecting work performance is indicated by the estimated value of -0.017. This means that every change in the motivation of a certain unit will reduce work performance in villages and sub-districts around Percut Sei Tuan by 1.7%.

The probability of self-efficacy affecting work performance is 0.017. This probability value is less than 0.05 (0.017 < 0.05), so it can be concluded that self-efficacy has a significant effect on work performance. The amount of self-efficacy affects work performance is indicated by the estimated

Table 4. Regression Results and Significance of Direct Effects

SEM Regression Model Forming Variables		Direct Influence	
		Standard Estimate (β)	Prob. Sig
Leadership Style	Motivation	0.437	***
	Self Efficacy	-0.621	0.003
	Professionalism	0.761	***
	Competence	-0.072	0.475
Work performance	Motivation	-0.017	0.898
	Self Efficacy	0.636	0.017
	Professionalism	-0.608	0.029
	Competence	0.235	0.035
	Leadership Style	0.087	0.563

Source: Processed Data, 2021

value of 0.636. This means that every change in self-efficacy of a certain unit will increase work performance in villages and sub-districts around Percut Sei Tuan by 63.6%.

The probability of professionalism affecting work performance is 0.029. This probability value is less than 0.05 (0.029 < 0.05), so it can be concluded that professionalism has a significant effect on work performance. The amount of professionalism affects work performance is indicated by the estimated value of -0.608. This means that every change in professionalism of a certain unit will reduce work performance in villages and sub-districts around Percut Sei Tuan by 60.8%.

The probability of competence affecting work performance is 0.035. This probability value is less than 0.05 (0.035 < 0.05), so it can be concluded that competence has a significant effect on job performance. The amount of competence affecting work performance is indicated by the estimated value of 0.235. This means that every change in the competency of a certain unit will increase work performance in villages and sub-districts around Percut Sei Tuan by 23.5%.

The probability of leadership style affecting work performance is 0.563. This probability value is greater than 0.05 (0.563 > 0.05) so it can be concluded that leadership style has no significant effect on work performance. The size of the leadership style affecting work performance is indicated by the estimated value of 0.087. This means that every change in the leadership style for a certain unit will increase work performance in villages and sub-districts around Percut Sei Tuan by 8.7%.

Indirect Effect Testing Results

The following will explain the results of the analysis of the significance of the indirect effect in this study:

The results of the Sobel test analysis show that the probability of the significance of motivation is 0.546 greater than 0.05 (0.546 > 0.05), so it can be concluded that there is an indirect and insignificant effect of motivation on job performance through leadership styles. This illustrates that motivation has an indirect and insignificant effect on job performance when leadership style is the mediator variable. This means that the role of motivation affects the work performance of sub-district staff at Percut Sei Tuan with existence of leadership style. The amount of indirect influence of motivation on work performance through leadership style is 0.038. Thus it is very clear that there is an indirect effect of motivation on work performance through a small leadership style, which is only 0.038 or 3.8%.

The results of the Sobel test analysis show that the significance probability of self-efficacy is 0.544 greater than 0.05 (0.544 > 0.05). It can be concluded that there is an indirect and insignificant effect of self-efficacy on job performance through leadership styles. This illustrates that self-efficacy has an indirect and insignificant effect on job performance when leadership style is the mediator variable. This means that the role of self-efficacy affects the work performance of village and sub-district staff at Percut Sei Tuan because there is very little leadership style. The amount of indirect effect of self-efficacy on work performance

Table 5. Indirect Effect

SEM Regression Model Forming Variables		Leadership Style	
		Standard Estimate (β)	Prob. Sig
Work performance	Motivation	0.038	0.546
	Self Efficacy	-0.054	0.544
	Professionalism	0.066	0.543
	Competence	-0.006	0.653

Source: Processed Data, 2021

through leadership style is only -0.054. Thus it is very clear that there is an indirect effect of self-efficacy on work performance through a low leadership style, which is only -0.054 or 5.4%.

The Sobel test results show that the probability of professionalism significance is 0.543 greater than 0.05 (0.543 > 0.05). It can be concluded that there is an indirect and insignificant effect of professionalism on job performance through leadership style. This means that the role of professionalism affects the work performance of village and sub-district staff at Percut Sei Tuan, which is mediated by a very low leadership style. The amount of indirect influence of professionalism on work performance through leadership style is only 0.066 or equal to 6.6%. Thus, it is very clear that the indirect effect of professionalism on work performance through leadership style is very low, which is indicated by a very low estimated value of only 6.6%.

The result of the Sobel test shows that the probability of the significance of competence of 0.653 is greater than 0.05 (0.653 > 0.05). It can be concluded that there is an indirect effect that is not significant competence on job performance through leadership style. This means that the role of competence affects the work performance of sub-district staff at Percut Sei Tuan because of the very low leadership style. The amount of indirect influence of competence on work performance through leadership style is only -0.006. Thus it is very clear that the indirect effect of competence on work performance through leadership style is very low, even the lowest of all variables can be seen from the estimated value which is only 0.6%.

Discussion
Every motivation that grows in village and sub-district staff in the Percut Sei Tuan sub-district is high, then the existing leadership style will also change. It can be said that high motivation will encourage a better leadership style to be applied by every village head and village head in the Percut Sei Tuan sub-district. The results of this study are proven to support the results

of research conducted by Susanto and Aisiyah (2010) which states that leadership styles can be driven by intrinsic motivation in each employee. The motivation of the staff and the motivation given by the leadership is maximal. In other words, there is no problem with staff motivation in carrying out their duties to produce work performance that is in line with the expectations of village and sub-district government leaders in Percut Seituan sub-district. The results of this study are different from the results of research conducted by Susanto and Aisiyah (2010) which states that motivation has a significant effect on performance.

When every village and sub-district staff in Percut Sei Tuan sub-district has high self-efficacy, this will have an impact on decreasing leadership style. This means that the excessive nature of Self Efficacy increasingly makes leaders adopt a leadership style that is not good, in other words, the leadership will allow every task entrusted to staff to be carried out without strict supervision, this is certainly not good for the sustainability of village or village government organizations. The results of this study are different from the results of research conducted by (Noviawati, 2016) which states that self-efficacy significantly affects leadership style. Basically there is a problem with the self-efficacy of village and sub-district staff. There is a tendency that the self-confidence of staff to have the ability to carry out each task is excessive, this makes work performance less than optimal. There must be an effort from the leadership to improve the self-efficacy of existing staff so that maximum work performance as expected can be achieved properly. The results of this study are different from the results of research conducted by (Noviawati, 2016) which states that self-efficacy is not significant in affecting performance.

Employees work well and professionally in accordance with their main duties and functions, so each leader will apply a different leadership style. This means that the attitude of the staff which increases their professionalism will form a leadership style that is adapted to this attitude.

The results of this study are in line with research conducted by Susanto and Aisiyah (2010) which states that each person's leadership style will be formed according to perceptions of their professionalism in carrying out their duties as employees. There are problems with staff professionalism that cause staff performance to be less than optimal. The professionalism of the village and sub-district staff in Percut Sei Tuan basically needs to be improved if it is related to their work performance. In other words, village and sub-district staff who work are unprofessional or do not have a low professional attitude when it comes to work performance. The results of this study are in accordance with the results of research conducted by (Trisnaningsih, 2001) which states that professionalism has a significant effect on employee performance.

The competence of each staff is good, with the leadership style used by village and sub-district leaders to run government organizations in serving the community. When competence is improved, this will have an impact on the leadership style which is assumed to make staff less comfortable at work. In other words, the current competence of village and sub-district staff in the Percut Sei Tuan sub-district is sufficient. The results of this study are different from the results of research conducted by (Trisnaningsih, 2001) which states that to encourage a good leadership style, one's competence is needed. There is a problem with the competence of village and sub-district staff in Percut Sei Tuan. As a result of the problems regarding this competency, their work performance was problematic. Low competence causes difficulties for village and sub-district staff in Percut Sei Tuan to complete their work on-time, this will cause their work performance to be reduced. Therefore, in an effort to create an increase in the work performance of village and sub-district staff in Percut Sei Tuan, increasing competence must be a concern for village and sub-district leaders in Percut Sei Tuan. The results of this study are in accordance with the results of research conducted by Susanto and Aisiyah

(2010); Trisnaningsih (2001) which states that competence significantly affects performance.

The leadership style used by sub-district staff leaders in Percut Sei Tuan is appropriate and in accordance with the character of village and sub-district staff in Percut Sei Tuan. However, this study not elaborates which leadership style was adopted. This means that the leadership style used by sub-district leaders in Percut Sei Tuan is favored by sub-district staff in Percut Sei Tuan. However, this study not specifies the number of staff that favored to certain leadership style. If the leadership increases their leadership style, it will have an impact on reducing the work performance of village and sub-district staff in Percut Sei Tuan. Therefore, the leadership style used by current leaders can be maintained to create a work atmosphere that creates work performance for village and sub-district staff in Percut Sei Tuan.

Implications
Every citizen expects the state civil apparatus (ASN) that serves it to provide maximum work performance. To get good work performance, ASN needs to improve and upgrade its self-efficacy, professionalism and competence. The better self-efficacy, professionalism and competence they have, the better work performance they will get. However, the insignificant motivation indicates that ASN is already in a comfort zone which should be corrected immediately, due to low work motivation, which causes low job performance. Then the insignificant leadership style reflects that in the smallest government organizations, leadership is felt to have no good impact. Leadership is felt at higher levels of government because many determine policies related to ASN performance. It is hoped that leadership in even the lowest level of government organizations should have a significant impact on ASN. Good leadership will create ASN that seeks to improve self-motivation, self-efficacy, professionalism and competence to achieve work performance as expected by higher leaders, and society in general.

CONCLUSION AND RECOMMENDATION

The previous explanation has stated that motivation, self-efficacy, professionalism have a significant effect on leadership style, while competence does not significantly affect leadership style. Furthermore, it is known that only self-efficacy, professionalism and competence have a significant effect on work performance, while leadership style and motivation do not significantly affect work performance. This condition means that self-efficacy that is too high is not good for the staff, because it will only cause an attitude of humiliating people and their own work. Increasing professionalism can be done by means of the leadership checking each job according to the SOP or not. Then another strategy is to provide direction and guidance considering the importance of professionalism of village and sub-district staff in Percut Sei Tuan in providing services to the community. Competence has an impact on staff work performance. Therefore, it is important for leaders to improve the competence of village and sub-district staff in Percut Sei Tuan. What needs to be done is to provide opportunities and provide strong encouragement for every village and sub-district staff in Percut Sei Tuan to returning to school to improve the competence of themselves.

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