The Influence of Leadership Style, Competence of the Employee, and the Application of E-Government on the Performance of the Employee in the Tangerang City Government

Indri Astuti[(✉)] and Mursalim Nohong

Hasanuddin University, Makassar, Indonesia
indriast01@gmail.com

Abstract. Every organization must have human resources, which is an essential asset in achieving the organization's goals. Without good human resources, an organization cannot perform well. Human resources are the only resources that cannot be imitated. Human has reasoning, feelings, desires, abilities, skills, knowledge, and creation. Improving employee performance will optimize the organization's performance. Therefore, the attempts to improve employee performance have become a challenge for the Tangerang City Government in maximizing the employees' performance because the success of achieving the organization's goals and sustainability depends on the quality of its resources. This study attempts to examine several factors that might influence the employee's performance, namely the leadership style, the competency of the employee, and the application of E-Government. This study is held in Tangerang Municipality. 969 respondents have been selected as samples using the Slovin method from a total of 7,569 employees. The sampling technique used is saturated sampling. The data is collected through questionnaires and analyzed using the descriptive analysis method. The study found that the entire hypothesis in this study has been significantly proven. Leadership style, Employee competency, and E-Government application substantially affect employee performance. In this study, all variables have an equally vital role in improving the employee's performance individually and in combination.

Keywords: Leadership Style · Work Competence · implementation of e-government · Employee Performance First Section

1 Introduction

Every government organization needs resources to achieve its goals. Human resources are considered the most important one because it plays the primary role as the driver and determinant of an organization's performance; starting from the planning to the evaluation stages, it can utilize other resources owned by the organization. Thus, human resources, a crucial asset of the organization, must be managed as well as possible to

make an optimal contribution. If it is not managed correctly, there will be an evitable problem of decreasing the employee's performance. The performance itself is defined as the result of employees' work that is assessed in terms of quality and quantity based on the standards determined by the organization. The optimal performance is considered good if it follows the organizational norms and supports the achievement of organizational goals [10]. An organization highly expects such an optimal performance. The more employees have high performance, the more the organization's productivity will increase.

Further, there are embedded factors that influence the employee's performance: leadership style, competency, and the application of E-Government. The leadership style applied in an organization will affect its overall performance. Meanwhile, in terms of competence, the application of E-Government by employees in an organization certainly impacts the organization's performance.

Leadership style is defined as a behavioural norm used by a person when that person attempts to influence the behaviour of others [14]. Leaders must have a flexible leadership style, which means being able to adjust or adapt to the environment of their subordinates [6] because a leader's attitude, style, and leadership behaviour considerably influence the performance of employees in the organization. An organization's performance requires a disciplined leader with a good personality, knowledge, and skills to set a good example for his employees. Leaders must pay more attention to the employees to increase employees' competency.

Moreover, the employee's competency is defined as the ability and the characteristic of a person in terms of knowledge, skills, and behavioural attitudes needed to do their job. An adequate level of competency is required to determine the expected employee's performance which can be divided into a good or average category.

E-Government is the abbreviation of Electronic-Government. E-Government is an effort to develop electronic-based governance. It is such an arrangement of management systems and work processes in the government institution by optimizing information and communication technology use. Based on the description above, research on the effect of leadership style, employee competency, and the application of e-government on employee performance in Tangerang Municipality is needed.

1.1 Research Questions

The research questions of the study are:

1. Does leadership style have a significant influence on the government employee's performance?
2. Does the employee's competency significantly influence the employee's performance?
3. Does the implementation of E-Government significantly influence the employee's performance?

1.2 The Importance of the Research

The results of this study are expected to contribute theoretically and empirically to the body of knowledge regarding Leadership Style, Government employee's competency,

and the Application of E-Government, as well as their influences on the performance of the Tangerang Municipality's employees.

This research is expected to provide insight, especially for the Mayor/Governor, regarding Leadership Style, Government employee competency, and the Application of E-Government, as well as their influences on the performance of the Tangerang Municipality's employees. This paper focuses on Leadership Style, Government employee competency, and the Application of E-Government, as well as their influences on the performance of the Tangerang Municipality's employees.

2 Literature Review

2.1 Leadership Style

Leadership style is defined as how a leader carries out his leadership functions and how they are seen by those they attempt to lead and by those who might look at him from outside the organization [17]. Leadership style is also defined as a behavioural norm used by a person to influence the behaviour of others or their subordinates [14].

2.2 EMployee's Competencies

Human competency is related to knowledge, skills, abilities, and personal characteristics that directly affect their performance.

2.3 Application of E-Goverment

E-Government uses information technology by governmental agencies such as Wide Area Networks (WAN), Internet, and Mobile Computing [15]. It can build relationships with the public, private parties, and other governmental agencies.

2.4 Performance

Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties based on his responsibilities [1].

2.5 The Influence of Leadership Style on Performance Achievement

Leadership style is how a leader carries out his leadership functions and how he is seen by those whom they attempt to lead and by those who might look at him from the outside of the organization [17].

2.6 The Effect of Competency on Employee's Performance

Competency shows skills or knowledge characterized by professionalism in a particular field. It is considered the essential part, a.k.a, the field's flagship.

2.7   The Effect of Application of E-Government on Employee's Performance

The trust and role of information technology in measuring citizens' satisfaction with E-Government and citizen trust in the government.

Conceptual Framework and Hypothesis. Based on the literature review above, the conceptual framework can be formulated between free and bound variables, namely the influence of leadership style, employee competency, and the application of E-Government on employee performance.

Hypothesis. Hypotheses are the quick answer to the problem. In this case, we determined the hypothesis value based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No.14 of 2017 About The Guidelines for The Preparation of Public Service Unit Public Service Satisfaction Surveys (Table 1).

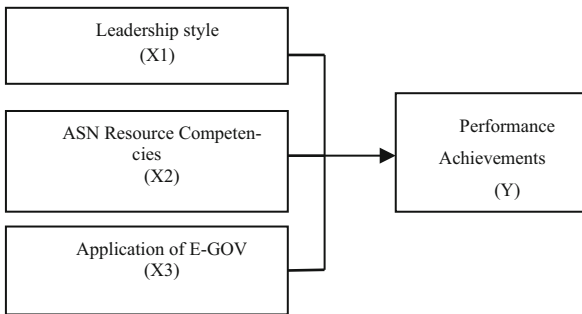The hypothesis proposed is as follows:

Fig. 1. Conceptual Framework.

Table 1. Elements of Community Satisfaction Survey

Not	Variables
1	Service Requirements
2	Systems, Mechanisms, Procedures
3	Service Time
4	Fees/Rates
5	Product Specification Type of Service
6	Competence of the Executor
7	Executor Behavior
8	Complaint Handling, Suggestions, and Input
9	Infrastructure

– Value 25.00–64.99 = Leadership Style, Government Employee's competency Application of E-Government has no positive and significant effect on the achievement of Government employee's performance
– Value 65.00–76.60 = Leadership Style, Government Employee's competency, Application of E-Government has a less positive and significant effect on the achievement of Government employee's performance.
– Value 76.61–88.30 = Leadership Style, Government Employee's competency, Application of E-Government has a positive and significant effect on the achievement of Government employee's performance.
– Value 88.31–100.00 = Leadership Style, Government Employee's competency, Application of E-Government has a very positive and significant effect on the achievement of Government employee's performance.

3   Research Methods

The population of this study is the 7,569 employees of the Tangerang City Government with a sample of 969 respondents selected based on the Slovin formula with fault tolerance (0.03). The data is collected through questionnaires, and the validity and reliability test of the questionnaire is run using IBM Statistics 26 for Windows (Table 2).

In addition, it is necessary to give an operational definition for this research. A working definition can be a tool for measuring a variable or the implementation instructions to measure a variable. Thus, the operation definition for this study can be seen in Table 3.

The validity and reliability test analyze the data in this study to measure the validity of the questionnaire and by IKM value of service units weighted by the average weight.

4   Result and Discussion

Based on the results of the data analysis done by SPPS for Windows version 26, the following results are obtained:

4.1   Validity and Reliability Test Results of the Leadership Style Questionnaire (X1)

From the results of the validity test, question item 1 (element 1), has a calculated r value of 0.894 while r table is 0.083 then 0.894 > 0.083, Similarly, question 2 (element 2),

Table 2. Slovin Formula for Calculating Sample Count

Formula	Description
$n = \frac{N}{1+(N \times e^2)}$	n = Number Of Samples
	N = Population
	e = Error Tolerance

has a calculated r value of 0.900 while r table is 0.083 then 0.900 > 0.083, Likewise question item 3 (element 3), has a calculated r value of 0.905 while r table is 0.083 then 0.905 > 0.083 and question item 4 (element 8), has a calculated r value of 0.895 while r table is 0.083 then 0.895 > 0.083 then it can be concluded that questions 1,2,3 and 4 are declared valid with two-star significance (**) or confidence level pointing to 1% significance.

From the results of the reliability test in Fig. 1, it can be conveyed that the leadership style variable (X1) is 0.841 > 0.60 of the 4 question items on the questionnaire given to the respondents; it can be concluded that from each indicator, the question is reliable or stable over time.

4.2   Validity and Reliability Test Results of the Employee's Competency Questionnaire (X2)

The results of the questionnaire validity test for the employee's competence from question item 1 (element 6) have a calculated r value of 0.942 while the table r is 0.083, then 0.942 > 0.083. Similarly, questions 2 (element 9) have a calculated r value of 0.940 while the table r is 0.083, then 0.940 > 0.083. It can be concluded that questions 1 and 2 are declared valid with two-two-star significance (two**) or show a level of confidence in the significance of 1%.

From the results of the reliability test, it can be conveyed that the Government employee's competency variable (X2) is 0.913 > 0.60 of the 2 question items on the questionnaire (questionnaire) given to the respondents; it can be concluded that from each indicator the question is reliable or stable over time.

4.3   Validity and Reliability Test Results of the E-Government Application Questionnaire (X3)

The results of the questionnaire validity test for the application of E-Government item 1 (element 4) have a calculated r value of 0.778 while the table r is 0.083, then 0.778 > 0.083. Similarly, question 2 (element 5), has a calculated r value of 0.947 while the table r is 0.083 then 0.947 > 0.083 and question 3 (unsure 7) has a calculated r value of 0.946 while r table is 0.083 0.946 > 0.083 then it can be concluded that questions 1.2 and 3 are declared valid with two-star significance (**) or indicate a confidence level in 1% significance.

From the results of the reliability test, it can be conveyed that the E-Government (X3) insertion variable is 0.921 > 0.60 of the 3 question items on the questionnaire (questionnaire) given to the respondents. It can be concluded that each question indicator is reliable or stable over time.

Table 3. Definition of Operational

No	Variable	Operational Definition
1	Leadership Style (X1)	An effective leadership style is a leadership style that can take advantage of the various potentials that exist around the organization so that effective results can be generated.
2	ASN Resource Competency (X2)	Work competency is the ability to carry out or perform a job or task based on skills and knowledge, and it is mainly supported by the attitude required at work. (Wibowo, 2007)
3	Application of E-Government (X3)	1. Content development 2. Competency-building training and development 3. Availability of communication infrastructure and information technology (connectivity) 4. Legal frameworks and tools (cyber laws); and 5. Interpublic linking (citizen interface)

4.4 The Results of the Score Calculation Are Based on the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia No.14 of 2017

There are three variables studied to determine their effect on the achievement of government employee performance, namely leadership style (X1), government employee's Competency (X2), and Application of E-Government (X3).

This questionnaire consists of 9 elements of questions that refer to the Regulation of the Minister of State Apparatus Empowerment and Bureaucratic Reform of the Republic of Indonesia Number 14 of 2017 About The Guidelines for the Preparation of Public Satisfaction Surveys for Public Service Delivery Units. Nine elements of questions will represent the three variables tested. The relationship between the elements of the questionnaire question to variables can be seen in the Table 4.

Based on the analysis, the nine elements have good values, with a recapitulation of the average score of 3.42 or mouse results and an average index of 85.54. Then this means that the Leadership Style, Competency of the government employee, and the Application of E-Government affect The Performance of the Employees of the Tangerang City Government.

Table 4. Relationship Between the Elements of the Questionnaire Question to the Research Variables

No	Variable	Assessment Element	Rating Recapitulation			
			Respondent	Average Score	Index Results	Quality Aspect
1	Leaderships Style (X1)	**Terms of Service (U1)**		**3,47**	**86,87**	**B**
		Ease of requirements, services that are influenced by leadership style and its influence on the achievement of Tangerang City ASN performance	969	3,47	86,87	B
		System, Mechanism, Procedure (U2)		**3,41**	**85,24**	**B**
		Clarity of Systems, Mechanisms, Procedures that are influenced by leadership style and its influence on the achievement of ASN performance	969	3,41	85,24	B
		Service Time (U3)		**3,42**	**85,58**	**B**
		The quality of time given by the leadership and how the influence of work motivation on the achievement of ASN performance	969	3,42	85,58	B
		Handling of Complaints, Suggestions, and Feedback (U8)		**3,41**	**85,35**	**B**

Table 4. (*continued*)

No	Variable	Assessment Element	Rating Recapitulation			
			Respondent	Average Score	Index Results	Quality Aspect
		The influence of leadership style on the speed of Handling Complaints, Suggestions, and Feedback and its influence on the achievement of ASN performance	969	3,41	85,35	B
2	ASN Resource Competence (X2)	**Implementing Competence (U6)**		**3,40**	**85,06**	**B**
		The suitability of the significance of the influence of the competence of ASN Resources on the achievement of ASN performance	969	3,41	85,32	B
		Facilities and Infrastructure (U9)		**3,41**	**85,32**	**B**
		The relationship of renewability, security, facilities, and infrastructure to the competence of ASN Resources and their influence on the achievement of ASN performance	969	3,41	85,32	B

Table 4. (*continued*)

No	Variable	Assessment Element	Rating Recapitulation			
			Respondent	Average Score	Index Results	Quality Aspect
3	Application of E-Government (X3)	**Cost/Rate (U4)**		**3.44**	**85.94**	**B**
		The suitability of the significance of the influence of work motivation on the achievement of ASN performance without cost/tariff	969	3.44	85.94	B
		Product Specification Service Type (U5)		**3.40**	**85.06**	**B**
		Product suitability of Service Type Specifications on the significance of the effect of e-gov implementation on the achievement of ASN performance	969	3.40	85.06	B
		Implementing Behavior (U7)		**3.42**	**85.47**	**B**
		The significance of the influence of behavior on the implementation	969	3.42	85.47	B
TOTAL					**769.89**	
				3.42	**85.54**	**B**

5   Conclusion and Suggestion

5.1   Conclusion

1. Overall, from the assessment of the elements of the Influence of Leadership Style, Competency of Government Employee, and application of E-Government on the Performance of Employee in Tangerang City Government has a GOOD level of performance with an IKM of 3.42 or IKM conversion of 85.54 (Good Category).
2. From the results of the IKM, we can conclude that Leadership Style, Government Employee Competency, and Application of E-Government have a positive and significant effect on the Government Employee Performance

5.2 Suggestion

1. In applying E-Government, it is necessary to generate innovations that can encourage the performance of the government employee in Tangerang Municipality.
2. Government employee's competency is the most basic requirement besides the work's facilities and infrastructure that must be improved in terms of quality and quantity according to the needs of the local government. Last but not least, it is also necessary to carry out employee training.

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