



The Antecedents of Employee Performance in Public Service Quality: Case Study in Local Government of Tangerang City

Achmad Suhaely^(✉) and Mursalim Nohong

Hasanuddin University, Makassar, Indonesia
aamed.suhaely@gmail.com

Abstract. This paper aims to assess the impact of leadership style and competence on work satisfaction and their impact on employee performance. The data were obtained using questionnaires distributed to all researchers and staff at SKPD (local government agencies), with 170 samples taken. Structural Equation Modeling (SEM) analysis was used to as-certain the proposed relationship. The results of this study found that there was a significant influence between leadership style and work motivation, job satisfaction, and employee performance. In addition, work motivation also has a significant positive effect on job satisfaction. And finally, it was found that there was no positive and significant relationship between leadership style variables on employee performance and between work motivation and employee performance.

Keywords: leadership style · job satisfaction · work motivation · employee performance

1 Introduction

The quality of public services is determined by the services of state administrators/government agencies in providing services to the public. In addition, the level of community satisfaction is marked by an increase in community welfare. Public services are activities that fulfill service needs under statutory regulations for every citizen and resident for goods, services, and administrative services provided by public service providers (UU No. 25 of 2009). In conclusion, public service is a series of activities carried out by the government and its apparatus to help stakeholders realize an increase in the quality of life of stakeholders while simultaneously providing satisfaction to the stakeholders served. Public services organized by the government should include all stakeholders who need them.

On the other hand, stakeholders, as the main elements served, have not provided effective control to become driving elements in efforts to improve the quality of public services. On the contrary, they try to seduce the integrity of the government apparatus by taking shortcuts to established standard procedures. Therefore, it is necessary to carry out various strategies or ways to improve the quality of public services so that, in the end, the objectives of implementing public services can be achieved and provide a level of satisfaction to the stakeholders who receive them.

2 Literature Review

2.1 Leadership Style

[1], as a management expert, has defined leadership style as the process of a leader encouraging team members to do their best under the goals to get the best results. [2] in his research stated that the leadership style needed in the current era combines humility and strong professionalism. This theory is supported by the opinion of Daft (2010), which reveals that this Leadership Style is a leadership method that prioritizes the interests of the organization rather than the leader [3]. Meanwhile, Sengua (1997) in Kusumawati (2008:25) states that superiors in an organization can use transactional, transformational, Laissez-Faire, and situational leadership styles.

2.2 Work Motivation

[4] stated that motivation could be interpreted as a psychological force that creates complex thought and action processes. [5] also provides his views in the world of work that work motivation is a set of energy forces generated both within the individual and in their environment. This power elicits work-related behavior and determines its form, direction, intensity, and duration. According to [6], work motivation is divided into three parts: expectations, possibilities, and values.

2.3 Job Satisfaction

[9], in his book, writes that job satisfaction is a general behavior related to one's performance. In comparison, [10] define job satisfaction as employee satisfaction with their work. Therefore, companies with happier employees tend to be more effective and productive. In addition, highly satisfied employees have fewer fluctuations []. This job satisfaction in an organization is very important to achieve because employee job satisfaction greatly affects the performance of its employees.

2.4 Employee Performance

[11] states that employee performance is a group of people who have completed their respective powers and responsibilities. Because basically, every institution or company certainly needs employees as workers to improve the quality of products and services. So that employees are considered an important company asset in contributing to the company obtaining good performance. For this reason, several factors must be considered in evaluating employee performance: quantity and quality of work, planning activities, and understanding of work. The main purpose of performance measurement is to motivate employees to achieve goals and comply with predetermined standards of behavior to achieve the desired results [8].

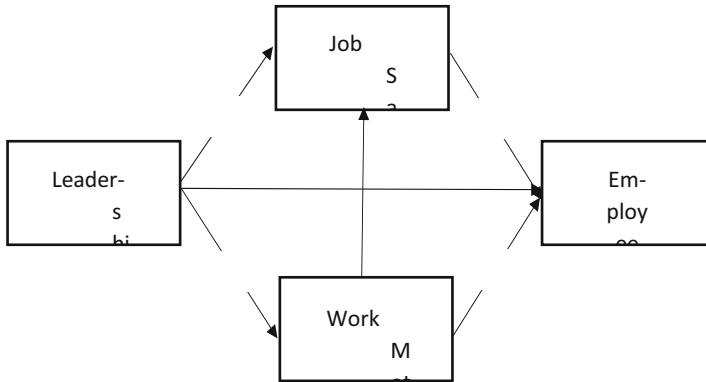


Fig. 1. Research Model

2.5 Hypothesis and Research Model

In developing the hypothesis in this study, the researcher divided it into six hypotheses: Hypothesis 1 Leadership style positively affects work motivation, Hypothesis 2. Leadership style has a positive effect on employee performance, Hypothesis 3 Leadership Style has a positive effect on job satisfaction, Hypothesis 4 Work Motivation has a positive effect on job satisfaction, Hypothesis 5 Job satisfaction has a positive effect on employee performance, and Hypothesis 6 Job satisfaction has a positive effect on employee performance.

3 Methodology

3.1 Research Purpose

This research is hypothesis testing research. This type of research describes a certain relationship between the dependent variable and the independent variable or other factors that influence one variable to another.

3.2 Population and Sampling

We conducted a survey among civil servants at the SKPD (local government agencies) located in the Tangerang City Government, Banten-Indonesia. At this institution, the research population was 304 employees, 170 of whom were taken as the sample.

3.3 Measurement

Researchers used a survey method in this study. In addition, researchers used SEM (Structural Equation Modeling) with SmartPLS 3 software in conducting data analysis.

4 Results

4.1 Path Analysis and Hypothesis Result

The hypothesis test results in Fig. 1 state that the relationship between LS to WM, LS to JS, WM to JS, and JS to EP has a positive and significant influence because it has a p-value coefficient of 0.000 or below <0.05 . In contrast, the hypothesis between LS to EP and WM to EP does not have a positive and significant relationship because it has a p-value above 0.05. For that, it can be concluded that of the six hypotheses, two hypotheses are rejected (Table 1).

Table 1. Path Analysis and Hypothesis Testing

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics	P Values
LS > WM	0,707	0,706	0,054	13,020	0,000
LS > EP	0,065	0,084	0,098	0,667	0,505
LS > JS	0,245	0,253	0,078	3,162	0,002
WM > JS	0,515	0,521	0,084	6,102	0,000
WM > EP	0,231	0,262	0,128	1,807	0,071
JS > EP	0,497	0,455	0,155	3,2067	0,001

Table 2. Outer Loadings Values.

Variable	Dimensions	Indicator	Loading Factor Value	Result
Leadership Style	Transformational	TF1	0.680	Valid
		TF2	0.837	Valid
		TF3	0.839	Valid
		TF4	0.654	Valid
	Transactional	TS1	0.846	Valid
		TS2	0.882	Valid

(continued)

Table 2. (continued)

Variable	Dimensions	Indicator	Loading Factor Value	Result
	Situational	TS3	0.812	Valid
		TS4	0.805	Valid
		ST1	0.647	Valid
		ST2	0.696	Valid
		ST3	0.650	Valid
		ST4	0.812	Valid
Work Motivation	Hope	HO1	0.742	Valid
		HO2	0.768	Valid
		HO3	0.756	Valid
	Possibility	PS1	0.755	Valid
		PS2	0.764	Valid
		PS3	0.819	Valid
	Values	VL1	0.674	Valid
		VL2	0.604	Valid
		VL3	0.618	Valid
Job Satisfaction	The Work Itself	WI1	0.675	Valid
		WI2	0.662	Valid
	Relationship with Supervisor	RS1	0.671	Valid
		RS2	0.763	Valid
	Relationship with CoWorkers	RC1	0.751	Valid
		RC2	0.771	Valid
	Career Development	CR1	0.791	Valid
	Opportunities	CR2	0.782	Valid
	Salary	SL1	0.550	Valid
		SL2	0.629	Valid
	Employee Performance	Quality of Work	QW1	0.589
QW2			0.841	Valid
QW3			0.803	Valid
Quantity of Work		QT1	0.583	Valid
		QT2	0.806	Valid
Attendances		AT1	0.782	Valid
		AT2	0.817	Valid
		AT3	0.800	Valid

Based on Table 2, it can be seen that the results of all indicators for each variable are valid. This validity is measured from the outer loading value above > 0.40 . This can be seen from each dimension of the variable that has been determined. Each indicator has a lowest and highest value.

4.2 Validity and Reliability Test

Table 3 shows that all results show an AVE value greater than 0.5 for all configurations included in the study model. The minimum value for AVE is 0.502 for the Job Satisfaction construct (Tables 4, 5, and 6).

a. SEM Analysis Result

Table 3. Average Variance Extracted (AVE)

	AVE
LS	0.590
WM	0.526
JS	0.502
EP	0.576

Table 4. Reliability

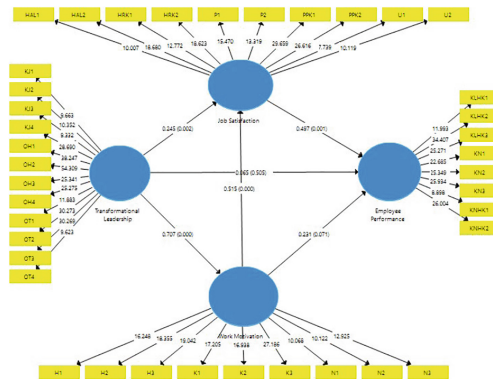
	Composite Reliability
LS	0.945
WM	0.908
JS	0.909
EP	0.914

Table 5. Cronbach's Alpha

	AVE
LS	0.935
WM	0.886
JS	0.888
EP	0.891

Table 6. Model Fit

	Saturated Model	Estimated Model
SRMR	0,088	0,088
d_ULS	6,067	6,067
d_G	2,210	2,210
Chi-Square	2426,612	2426,612
NFI	0,654	0,654



From the results of the SEM modeling, the following values can be seen: it can be seen that the SRMR value is 0.088 because $0.088 < 1.0$; this is accepted as a fit model. While the Chi-Square Value is 2426.612. And NFI is 0.654. If the cutoff value is > 0.95 , it will show a good match, then the NFI value here looks weak.

5 Discussion

From the results of hypothesis testing, two of the six hypotheses were rejected, namely the influence of leadership style on employee performance and between work motivation and employee performance. This happens empirically in the field that there is a difference with the previous theories implemented in public service employees. This may be due to the saturation of respondents in answering the questionnaire questions. In addition, the bureaucracy in the structure of public service institutions does not affect the leadership style of a superior.

The next hypothesis that was rejected was work motivation to employee performance. This happens because other dimensions, such as benefits and facilities obtained, influence the motivation for public service work. Meanwhile, the government regulated the benefits and facilities available in public services based on their work levels.

6 Conclusion

The results of this study indicate that leadership style greatly influences an employee's work motivation. To increase employee motivation, job satisfaction is also an important variable to be considered by organizations in public institutions. Meanwhile, other results show that leadership style does not significantly affect employee performance. This may have little influence on the employee's decision to stay under pressure or different leadership styles. While work motivation also does not have much effect on employee performance.

References

1. Armstrong, Michael. *Armstrong's Handbook of Management and Leadership*. 2nd Edition. Kogan Page. London and Philadelphia (2009).
2. Collins, Jim. *Good to Great*. Gramedia Pustaka Utama. Jakarta. (2015).
3. Daft, Richard L. *Management*. 9th Edition, USA: South-Western Cengage Learning. (2010).
4. Kanfer, R., Frese, M. and Johnson, R. E., Motivation Related to Work: A Century of Progress, *Journal of Applied Psychology*, vol. 102, no. 3, pp. 338–355 (2017).
5. Pinder, C. C., *Work Motivation in Organizational Behavior*, 2nd Edition, New York, Psychology Press (2008).
6. Nur, I. G. and Sjahrudin, H., Pengaruh Kepemimpinan Transformasional dan Motivasi Kerja Terhadap Kinerja Pegawai, *Jurnal Organisasi dan Manajemen*, vol 1, pp. 47- 57 (2019)
7. Chen, C. F., Job Satisfaction, Organizational Commitment, and Flight Attendants Turnover Intentions: A Note, *Journal of Air Transport Management*, vol. 12, pp. 274–276 (2006).
8. Rohman, A. Implementasi Model Utaut Pada Industri Perbankan Di Indonesia. *Kajian Branding Indonesia*, 4(1), 60-69 (2022).
9. Robbins, Stephen P. Perilaku Organisasi (alih bahasa Drs. Benjamin Molan), Edisi Bahasa Indonesia, PT Intan Sejati, Klaten (2009).
10. Furnham, A., Eracleous, A. and Chamorro-Premuzic, T. "Personality, motivation and job satisfaction: Herzberg meets the Big Five", *Journal of Managerial Psychology*, Vol. 24 No. 8, pp. 765-779 (2009).
11. Wibowo. *Manajemen Kinerja*. Rajawali Pers. Jakarta (2010).

Open Access This chapter is licensed under the terms of the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>), which permits any noncommercial use, sharing, adaptation, distribution and reproduction in any medium or format, as long as you give appropriate credit to the original author(s) and the source, provide a link to the Creative Commons license and indicate if changes were made.

The images or other third party material in this chapter are included in the chapter's Creative Commons license, unless indicated otherwise in a credit line to the material. If material is not included in the chapter's Creative Commons license and your intended use is not permitted by statutory regulation or exceeds the permitted use, you will need to obtain permission directly from the copyright holder.

