



INTERNATIONAL JOURNAL OF ENTREPRENEURSHIP AND MANAGEMENT PRACTICES (IJEMP)

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THE ROLE OF LEADERSHIP, TRAINING AND SURVEILANCE ON EMPLOYEES' JOB PERFORMANCE

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Article Info:

Article history:

Received date: 29.08.2024

Revised date: 12.09.2024

Accepted date: 15.10.2024

Published date: 28.11.2024

To cite this document:

Sapan, W. Z., Junaidi, J., Qamaruddin, M. Y., & Nadhirah, A. (2024). The Role of Leadership, Training and Surveillance on Employees' job performance. *International Journal of Entrepreneurship and Management Practices*, 7 (27), 226-234.

DOI: 10.35631/IJEMP.727017

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Abstract:

Strong and inspiring leadership significantly enhances the commitment of the employee of government (ASN) locally and globally; a leader who is able to give clear directions, motivate, and be an example can cultivate a sense of responsibility and loyalty to ASN. Moreover, effective leadership directly contributes to improved ASN performance. The objectives of the study are to identify the impacts of leadership styles, training, and organizational surveillance on employees' job performance. This study included 211 employees from the financial department in the Luwu Timur regency and employed structural equation modelling (SEM) to investigate the research hypotheses. The Hayes bootstrapping approach examined employee commitment as a mediator variable. The empirical findings demonstrate that leadership and training have a positive and significant impact on organizational surveillance quality, both directly and indirectly, leading to an increase in employees' job performance. The government should establish clear rules and laws to uphold the job standard, thereby enhancing public trust and increasing government credibility. Furthermore, training can help ASN work more efficiently and productively. High work controlling is also closely linked to improved ASN performance; ASNs that adhere to established work schedules, procedures, and standards can complete tasks better and on time.

Keywords:

GCG, Leadership, Government, Training, Job Performance

Introduction

Good governance has become both a requirement and a necessity in the organization of government. (Serang et al., 2023; Uddin et al., 2021). Good governance demands a balance of roles between all its supporters, the government, the private, and the public. Particularly in the Government of the Civil State Apparatus (ASN), the civil state apparatus plays a crucial role in the state government's maintenance system, necessitating the ASN's ability and professionalism to deliver high-quality services to the public (Junaidi, 2024). Moreover, the ASN must possess the competence to adjust to the ever-changing and increasingly complex times. As a result, the Ministry of State Apparatus Disclosure and Bureaucratic Reform consistently updates and improves the management system, while also enhancing apparatus competence to adapt to evolving times (Al Halbusi et al., 2021). In Indonesia, the Ministry of State Apparatus Disclosure and Bureaucratic Reform strives to enhance the primary service to society, which plays a crucial role in governing and providing public service.

The civil apparatus of the state serves the public professionally, honestly, fairly, and equitably in the performance of government and development duties (McCarthy et al., 2023). Therefore, eliminating corruption has become essential for maintaining public trust and guaranteeing the efficient and effective delivery of public services. The state's civilian apparatus must commit to avoiding corruption in all its forms, reporting any indication of corruption they encounter, and supporting government efforts to create clean and transparent governance. To eradicate corruption, we must implement a transparent and accountable system, enforce strict surveillance, and impose strong sanctions on those who perpetrate corruption (Ramlawati et al., 2023). The state should regularly provide anti-corruption education and training to the civil apparatus to instill values of integrity and ethics in every aspect of their work. Thus, the civil apparatus of the state can be a leading guard in efforts to prevent and combat corruption, as well as provide the best service to the public.

ASNs face a variety of challenges today, including the need to increase professionalism, integrity, and efficiency in the performance of their duties. Currently, the government continues to undertake various bureaucratic reform efforts to strengthen the capacity of ASN, including through the digitization of public services and leadership, the improvement of competence, sustainable training and education, and the implementation of a more transparent and fair merit system. Despite significant progress, we still face obstacles like excessive bureaucracy, corruption, and disparities in SDM quality across different regions. A holistic and sustainable approach is essential to ensure that ASN is able to adapt to the demands of the times and provide the best service to society.

Literature Review

Leadership in public sector organisations, such as the State Civil Appliance (ASN), significantly influences the performance and effectiveness of these organizations. An effective leadership style can increase ASN's commitment to the organization, which in turn can improve productivity and the quality of public services. Sugianingrat et al. (2019) defined leadership as the process of directing and influencing the tasks of individuals within a group. This leadership encompasses all employees who participate in the tasks and hold authority. The process plays a significant role in determining the organisation's goals, motivating followers' behaviour towards these goals, and shaping the organisational culture (Amber et al., 2022). It is crucial for a leader to inspire their subordinates to perform with excellence but also to carry out previous directives. Leadership can function on the basis of a leader's ability to persuade,

influence, and motivate others to do something toward a certain goal. A deeply rooted leader possesses complete authority. The goal is to collaborate effectively and contribute positively to the objectives of the organization. The influence of leadership on State Civil Appliance (ASN) commitments has been a major concern in public administration research. Leadership theory, which emphasizes the development of inspirational vision, personal motivation, and attention to the needs of inferiors, has proven significant in shaping ASN commitments. Leadership not only enhances ASN's motivation but also strengthens their identification with organizational goals and increases engagement in achieving shared goals (Kyambade et al., 2024). By contrast, transactional leadership, which involves exchanging rewards and monitoring performance, can influence ASN engagement through a clear and transparent reward system. Cai et al. (2024) found that the use of incentives and recognition proved effective in increasing ASN loyalty to their institutions. In addition, servant leadership theory highlights the importance of service and attention to subordinate needs as a strong foundation for building sustainable ASN commitment (Anriani et al., 2022; Curado & Vieira, 2019). Until it produces the following hypothesis:

H1: Leadership has a positive and significant effect on employees' organizational surveillance.

The Civil State apparatus (ASN) plays a crucial role in the operation of government and public service. For optimum performance, a high commitment from the ASN is required. One factor that can influence an ASN's commitment is their work training. An excellent working training to encourage an increased commitment to its duties and responsibilities (Sim et al., 2024). Eluwole et al. (2022) posits that "employees' training is also a crucial aspect of human resource management, serving as the key to achieving a goal. Without training, achieving a maximum goal becomes challenging." The most crucial operational function of human resources management is training, as it significantly enhances employee performance. Without effective training, achieving optimal results is challenging for the organization (Anriani et al., 2022; Limpo & Junaidi, 2023). Work training for employees is a crucial process that enables them to progress in their roles. Increased status, authority, and responsibility are part of the promotion package (Nabi et al., 2023). With a performance target, employees will feel appreciated, paid attention to, and needed, as well as being recognized by the company's management for their ability to work. This will lead to increased productivity, thereby contributing to the organization's overall growth.

Some indicators that influence the training levels of employees in an organization, particularly among employees (Atapattu & Huybers, 2021; Özsungur, 2020). The following are some of the commonly used training indicators: 1. Responsibility refers to the employee's willingness to take responsibility for their work, the tools and supplies they use, and their work behavior. 2. Level of presence refers to the number of employees who are present to carry out work activities in the company, with a low absence rate. 3. Obedience to the superior refers to adhering to their directives in order to achieve positive outcomes. 4. Practice refers to a set of rules or regulations that all members of the organization must adhere to; 5. Working awareness refers to the attitude of a person who voluntarily performs the work well, without coercion. Good work training can positively contribute to increased ASN commitment through several mechanisms (Albrecht et al., 2015; Rao Jada et al., 2019). These mechanisms include compliance with rules that drive organizational commitment; increased intrinsic motivation that affects emotional commitment; and the creation of an orderly and comfortable working environment that increases job satisfaction and normative commitment (Usmanova et al.,

2023). Therefore, efforts to improve work training should be the primary focus in the management of human resources in the government sector to ensure that the ASN is more committed to its duties and responsibilities. Thus, working training plays a crucial role in shaping the commitment of ASN, ultimately supporting the achievement of optimal performance in the public service and government. So far, the following hypothesis can be concluded:

H2: Training has a positive and significant effect on employees' organizational surveillance.

Commitment to performance is a crucial factor that affects the effectiveness and efficiency of the Civil State Apparatus (ASN) in carrying out its duties and responsibilities. This commitment can be defined by the dedication and loyalty of ASNs to their jobs and the organizations in which they work. ASNs with strong commitment tend to show better productivity, greater involvement, and higher job satisfaction, which, in turn, can improve the quality of public services and organizational goals more effectively. Novita et al. (2016) Organisational commitment refers to the inclination within an individual to feel active and responsible. Thus, an individual who actively engages in full responsibility in their job will possess the ability to make their own decisions and carry out their work in the organization with sincerity (Goswami & Agrawal, 2023; Islam & Asad, 2024). An employee's performance refers to their achievement or level of success in completing a task within a specific timeframe. Therefore, an employee with a high level of organizational commitment is likely to perform well. An ASN with a high commitment to the organization will use all of its abilities or competence to carry out the work, ultimately resulting in efficient and effective performance.

Performance is the outcome of a person's ability to complete a task in accordance with the established criteria, both in terms of quality and quantity of work. (Mangkunegara, 2011). According to Ismail et al. (2019), the word "performance" translates to "do or carry out," "execute," "discharge or fulfill," "execute or complete an understanding, and "do what a person or machine expects." A person or machine must fulfill their expectations. Wang et al. (2020), explains that performance is a measure that can be used to establish a comparison of the performance of tasks, responsibilities assigned by an organisation to a particular priority, and relative can be utilised to measure work performance or staff performance. Ismail et al. (2019) presented an alternative perspective, characterizing performance as an individual's condition or behavior that necessitates achievement under specific conditions. Joplin et al. (2021) assert that the organization's strategic goals, customer satisfaction, and economic contribution closely link to the performance that results from work. The performance of the State Civil Apparatus (ASN) refers to the ability and performance demonstrated by an ASN in carrying out its administrative duties to serve the public interest. Various dimensions, such as efficiency in resource use, effectiveness in achieving a set goal, quality in community service, and the level of satisfaction of public service users, can measure ASN performance. Factors such as policies and regulations governing the working environment, effective human resource management, a supportive organizational culture, and the application of technology and innovation all play a crucial role in shaping and improving employees' job performance (Swales, 2020; Vora & Kainzbauer, 2020). The aforementioned description allows for the formulation of the following hypothesis:

H3: Employees' organization surveillance has a positive and significant effect on employees' performance.

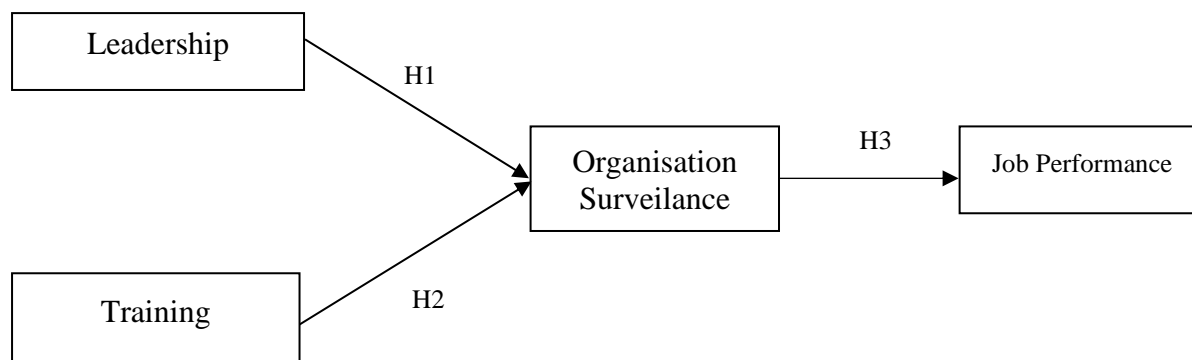


Figure 1: Research Framework

Methodology

Research Type The method used in this research is descriptive analysis that is applied through quantitative methods. The research was conducted in the ASN which work on general financial department in the Luwu Timur district, South Sulawesi, Indonesia. The objects used in this study are all State Civil Appliances (ASN). The sample in this study consisted of 211 people using purposive sampling.

Result

Table 1. provides details regarding the demographic characteristics of the participants. Overall, there were 56.9% more women than men responding, with 43.1% being men. In addition, participants aged 25-45 years constituted the largest percentage of the sample (53.1%), followed by participants aged >46 years (31.8%) and <25 years (15.1%).

Table 1: Respondent Demographics

Demographic Items	Frequency	Percentage (%)
Gender		
Male	91	43,1
Female	120	56,9
Age		
<25	32	15,1
25-45	112	53,1
>46	67	31,8
Experience		
< 10 years	47	22,2
10 – 20 years	84	39,9
>30 years	25	11.8

Measurement Result

The CFA model for the observed variables has a good fit (Anderson & Gerbing, 1988). Model fit and Cronbach's for all constructs showed good convergent validity and reliability.

Furthermore, the results of the measurement model (CFA) show that all constructs have a good fit (Hair Jr et al., 2019). Table II. Demonstrates adequate discriminant validity of this study.

Structural Model Result

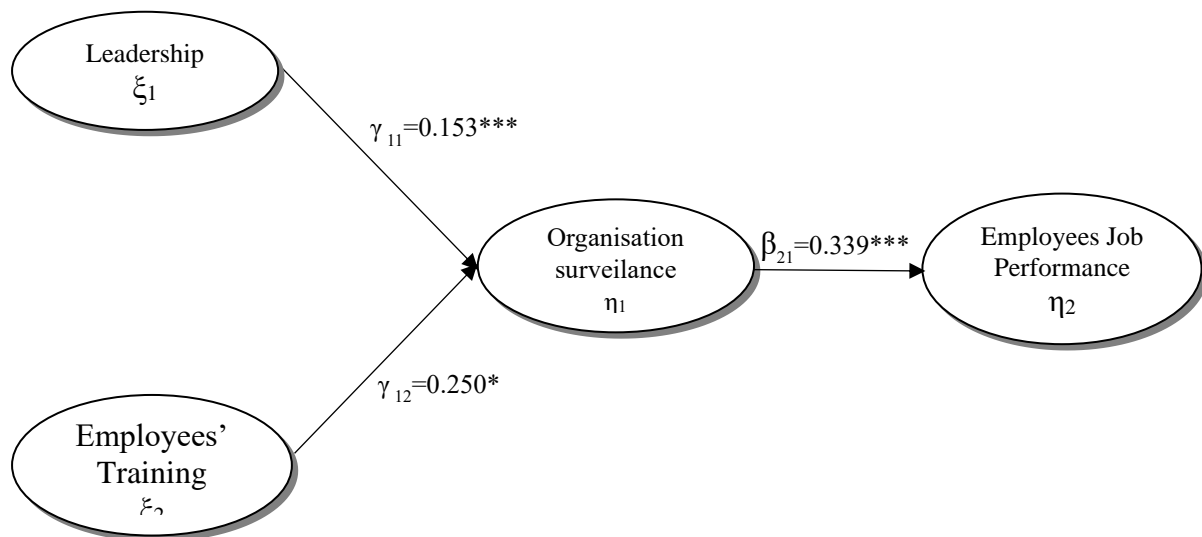


Figure 2: Structural Model

Leadership style has a positive and significant influence on the motivation of the civil apparatus of the state. This study confirms the findings of previous research by Ismail et al. (2019) and Sugianingrat et al. (2019), which showed a positive and significant impact of leadership on staff performance. This indicates that the leadership and civil apparatus of the state in the district of Luwu East possess a high level of human resources competence. The ASN believes that leadership behavior influences management and human resources competence, and the skills it possesses to accomplish tasks in a specific field of work necessitate sufficient competence. Competence plays a very important role because it generally refers to a person's basic ability to do a job. Without competence, it will be difficult to complete the job according to the required standards. According to Baskoro (2022) and Islam and Asad (2024), leadership refers to the traits, habits, temperament, character, and personality that set a leader apart when interacting with others. With good leadership, we will be able to influence the performance of the civil state apparatus in the agency.

Conclusion

Strong and inspiring leadership significantly enhances the commitment of the ASN. A leader who is able to give clear directions, motivate, and set an example can cultivate a sense of responsibility and loyalty among ASN working in the general finance department. Furthermore, good work discipline, which includes timeliness, compliance with rules, and responsibility, has been shown to enhance ASN commitment, so that disciplined ASNs tend to have a higher commitment to tasks and organizations. Moreover, effective leadership directly contributes to improved ASN performance. Training can help ASN work more efficiently and productively. High work contoling is also closely linked to improved ASN performance; ASNs

that adhere to established work schedules, procedures, and standards can complete tasks better and on time. The combination of effective leadership and high work discipline has a synergistic impact on ASN commitment and performance; good leadership can strengthen a culture of discipline within an organization, which in turn improves overall performance. Overall, this study affirms the importance of leadership and discipline in building commitment and improving ASN performance. In order to achieve organizational goals effectively, government agencies need to focus on developing leadership qualities and enforcing discipline within ASN.

Acknowledgement

The authors extend their appreciation to the Luwu Timur government leader who permitted them to conduct the study, as well as to the participants who participated in the data collection process. Allow us express appreciation to editors and reviewers who consistent and valuable contributions to our work process.

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