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THE ROLE OF LEADERSHIP ON EMPLOYEES' JOB PERFORMANCE

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Abstract:

Improving performance and Good Corporate Governance (GCG) in line with the cental government vision. The research was born from the identification of the problem, that the disciplinary spirit of the ASN has not been well supported by strong leadership style and motivation, so that government employees (ASN) still have not fully understood the subtenion of the concept of the CGG. The objectives of the study are identifying the impact of leadership styles, work discipline, and work motivation on ASN performance. 115 participants were invited in this study and Structural equation modelling (SEM) is used to examine research hypotheses.

Keywords:

GSG, Leadership, Government, Employees

Introduction

The competition has occurred in both local and global among companies. This phenomenon puts managers got pressure from the owners. The regulator and shareholders have paid

attention to the organization's leadership style due to financial scandals and fraud such as Bernie Madoff, Enron, and Lehman Brothers, significantly more massive than in the past era. Hence, the regulator and organization need to develop ethical standards among the employees and decision-makers to prevent other business ethics and financial dishonors. The main issue is the ethical leadership among the managers and workers, which has become a serious cause for their integrity. Business ethics has a crucial focus on the public and private company areas (Goswami & Agrawal, 2021; Junaidi, 2024). Moreover, the managers' ethical leadership also can influence their employees' psychology and well-being in the workplace. Job performance also possibly influence employees' commitment. Furthermore, there are many works of literature written by practitioners and consulting firms, while surprisingly lacking empirical study from the education context. There are also avoid to exam the important role of ethical climate theory (ECT). Hence, the theoretical foundation is weak due to being applied from different views (Junaidi, 2024; Serang et al., 2023). Besides, the conclusion falls to provide whether moral development or sociological, which have a crucial role in comprehensively influencing employees' viewpoints and behavior toward ethical acceptable in the workplace.

Performance is the result of a person's work measured by the quality and quantity of the work done by that person until a judgement can be given for reward or punishment. Officer performance is the result of a road officer performing his daily duties in both governmental and private agencies. An agency must, of course, support an officer with good means and tools, including the organization's leadership style, to ensure good performance (Anriani et al., 2022; Serang et al., 2023). One way to see the development of an agency's performance is by looking at the results of performance evaluations carried out on a regular basis. According to the Minister of State Appliances Disclosure and Bureaucratic Reforms (Menpan-RB), the Indonesian civil state appliance quality index (ASN) is lower than other countries (Kompas, 2021; Rao Jada et al., 2019).

There are three factors that affect the performance of an employee: individual factors that originate within the employee, organizational factors, and psychological factors (Badar et al., 2023; Usmanova et al., 2021). Other factors that can impact employee performance include internal factors within the organization, internal environmental factors, and external factors. Internal organisational factors refer to the inherent characteristics of an employee from birth, as well as the characteristics they acquire during their development (Nabi et al., 2022). Talent, personal character, and physical and mental conditions are examples of inherent factors. Meanwhile, it is important to acquire factors such as knowledge, skills, work experience, motivation, and work discipline (Adebowale & Agumba, 2021; Limpo & Junaidi, 2023). The higher the internal factors, the higher the staff's performance; conversely, the lower the internal environmental factors, the lower the staff's performance (Bahadori et al., 2021; Swailes, 2020). In addition, the factors affecting staff performance are external environmental factors of the organization. External environmental conditions of an organisation are circumstances, events, or situations that occur in the external environment of the organisation that affect the performance of employees (Al Halbusi et al., 2021; Anlesinya et al., 2020; Vora & Kainzbauer, 2020).

Literature Review

Particularly in these open-ended moments, an organization's leader must be able to provide instructions to his subordinates; this requires a leader who can empower their employees (Atapattu & Huybers, 2022). The right leadership style can also play a significant role in

enhancing employee performance. In the workplace, an individual can excel when they receive effective guidance from their leader. A person uses their leadership style as a norm of behavior to influence the behavior of others or subordinates (Baskoro, 2022; Curado & Viera, 2019). Work motivation refers to a fundamental human need or an anticipated incentive to fulfill a desired need, which, if present, leads to the success of an activity. An officer with high motivation will try to get his job done as well as possible. Generally, we can understand motivation as a need that propels an action towards a specific goal. Work motivation can also be understood as the driving force behind an individual's actions (Islam & Asad, 2021). Therefore, psychologists commonly refer to work motivation as a work drive. Additionally, work and staff discipline serves as a means of employee self-control and consistent execution, demonstrating the seriousness of the work team within an organization (Ismail et al., 2019; Joplin et al., 2021). In addition to highly qualified and dedicated human resources, the discipline of the staff in an agency or company is crucial for the development of an institution or company, as these resources contribute to the success of the established or planned work plan (Ramlawati et al., 2023; Zsungur, 2020).

In an organization, there are performance indicators that can serve as a reference source for staff performance. According to Sugianingrat et al. (2019), performance indicators should serve as a basis for calculating, measuring, and assessing the level of performance during planning, implementation, completion, and operation phases. As the key to accountable governance, managing human resources becomes the government's priority. The implementation of Law No. 5 of 2014 on the civil apparatus of the state, or ASN, prioritizes professionalism, proportionality, accountability, efficiency, and effectiveness to enhance bureaucratic performance. Generally, the purpose of performance indicators is to provide clarity on the implementation of policies, programs, and activities, foster consensus among stakeholders to prevent misinterpretation, and establish a foundation for measuring, analyzing, and evaluating the organization's or working unit's performance.

Ethical climate theory (ECT) was initially built to examine personal moral development, sociological and philosophical among firms' managers on the decision-making process (Limpo & Junaidi, 2023). It includes the ethical views that correlate to culture, policy, and procedure of managers' decision-making process and describes how and what the workers expect. The moral climate also has a crucial role in workers' attitudes and behaviors. Hence, the workers are concerned with other workers' perceptions based on acceptable action, expected and ethical principles (e.g., bad or good), which acceptance in the workplace environment. The concept of climate type includes two common dimensions: the ethical criteria that have a relationship within the decision-making process (e.g., benevolence, egoism, and principle) and the locus of personal analysis (e.g., cosmopolitan and local). Furthermore, the ethical principles have three classes: egoism, which is more prone to maximizing self-interest; utilitarianism, which concerns mutual relationship or group interests, and deontology, which highlights the moral standards on the organization.

These indicators are crucial in determining whether the official performance will continue to improve or if there are still shortcomings in its implementation. This indicator is also one of the tools for achieving the organization's goals (Eluwole et al., 2022; Goswami & Agrawal, 2022). Unfortunately, so far there is still a lack of literature and empirical studies that reveal the role of leadership style, work discipline, and motivation in shaping the ASN attitude; besides, those previous studies were limited to both concepts and arguments (Junaidi, 2024).

Moreover, the qualitative method employed yields insufficient conclusions for application, necessitating further study of the relationship between the variable and the indicator. Furthermore, integrating different perspectives is crucial for developing a comprehensive and in-depth understanding of ASN performance phenomena, particularly from the perspective of developing countries like Indonesia.

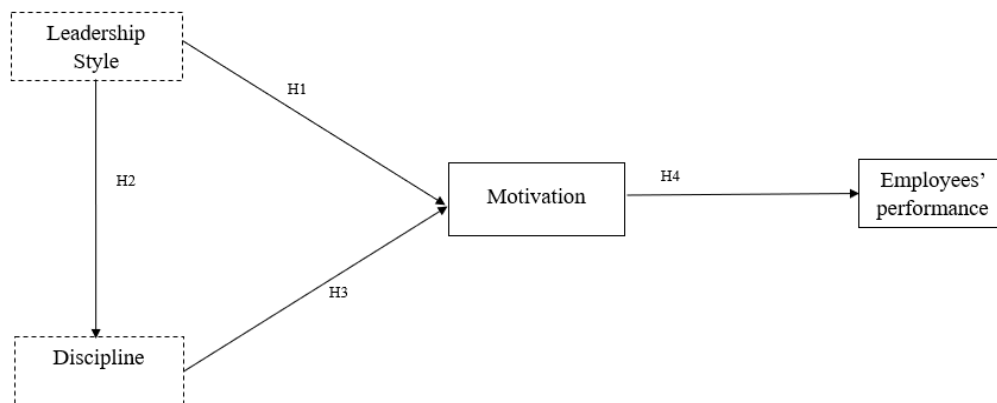


Figure 1: Research Framework

Methodology

Research Type This research employs descriptive analysis using quantitative methods. The research was conducted in the ASN district of Luwu East, 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

Respondent Demographics

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

Demographic Items	Frequency	Percentage (%)
10 – 20 years	84	39,9
20 – 30 years	55	26,1
>30 years	25	11.8

Measurement Model

The CFA model for the observed variables has a good fit. The model fit and Cronbach's coefficients for all constructs demonstrated strong 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 the adequate discriminant validity of this study.

Structural Model

This research provides empirical evidence that financial leadership style has a significant and positive influence on employees' discipline and motivation in the workplace ($\gamma_{11} = 0.353$, $p < 0.01$, $\gamma_{21} = 0.245$, $p < 0.001$). Employees' discipline also has a significant and positive effect on employees' motivation ($\gamma_{12} = 0.180$, $p < 0.05$) so that H1, H2, and H3 are supported. Furthermore, this research also confirms that employees' motivation to provide professional service in the workplace has an important role in influencing their job performance ($\beta_{21} = 0.539$, $p < 0.001$). Hence, H4 is supported. Figure 2 displays the results of the structural research.

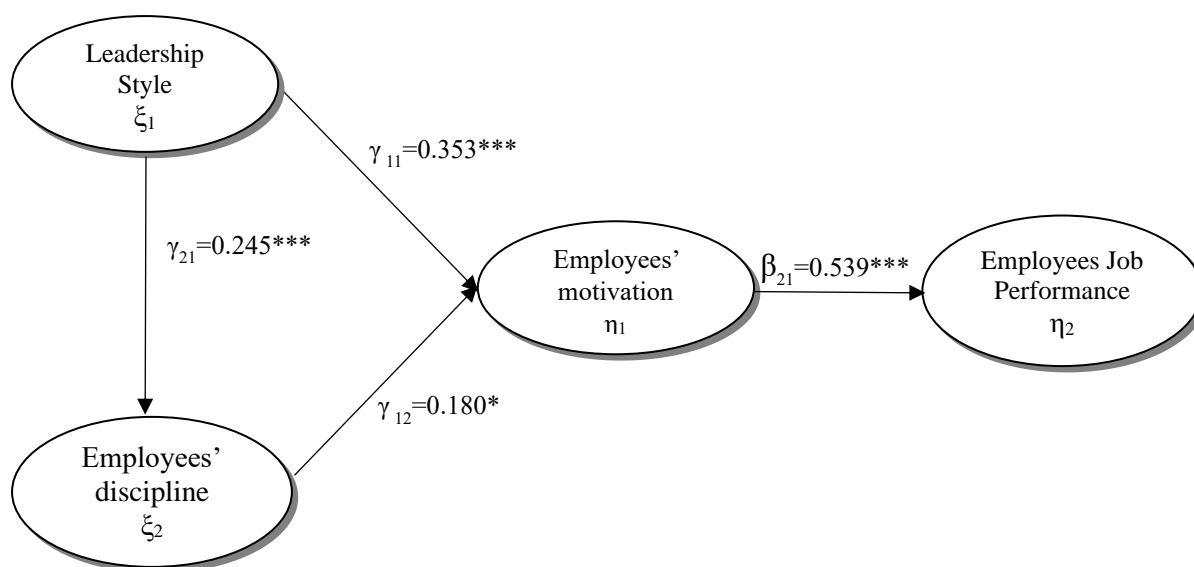


Figure 2: Structural Model

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 behaviour 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 significant 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 (2021), leadership refers to the traits, habits, temperament, character, and personality that set a leader apart when interacting with others. With good leadership, an organisation leader is able to influence employees' performances and provide professional service to society.

Working discipline has a positive and significant impact on the performance of the state civil apparatus. Previous research by Adebowale et al. (2021) and Joplin et al. (2021) indicates a strong correlation between work discipline and official performance. In this case, the civil apparatus of the state exhibits excellent discipline. "Working discipline," according to many organizational behaviorists, is a measure of an individual's commitment to the organization.

The results of this study also demonstrate that the ASN's motivation has a positive and significant impact on its performance. The organisation internal and external factors influence performance, which is a function of the work or activities within the organization. By creating conditions and working environments that encourage employees to plan human resources competencies, improve communication, and foster good leadership, the organization can enhance its primary asset, human resources (Atapattu & Huybers, 2022; Usmanova et al., 2021). With competence, good communication and good leadership together will be able to improve the performance of the civil apparatus of the state.

The results of this study also demonstrate a positive and significant impact of the ASN's motivation on its performance. The company's internal and external factors influence performance, which is a function of the work or activities within the organization. The organization must enhance its human resources, a primary asset, by creating conditions and working environments that encourage employees to plan human resources competencies, improve communication, and foster good leadership within the organization. (Badar et al., 2023). Competence, effective communication, and strong leadership can collectively enhance the performance of the state's civil apparatus.

Conclusion

The study reveals how the leadership style and work discipline impact the ASN's motivation, and how the ASN's motivation influences the performance of the civil state apparatus in Luwu East District. In this particular case, it demonstrates the effective communication within the state's civil apparatus, both between the ASN and between the ACN and the leader. The results of the research that has been carried out, can give results on the formulation of the problems that have been raised and has given the conclusion of research, next is to set out the suggestions for future research, among other things, the government of the east district of Luwu need to maintain even further enhance the competence of the Human Resources because it has the greatest influence compared to other variables on the Performance of the State Civil Equipment seen from its regression coefficient, therefore it is necessary to further improve the competency of the human resources, starting from consistency in the work, the ability of each State Civil Apparatus in understanding the concept of work, knowledge and expertise. For example, by proposing the State CFor instance, if the State Civil Apparatus engages in education and training, the future training participants will gain enhanced knowledge and experience, which will aid Even though the ASN's regression coefficient indicates a minimal influence on the Civil State apparatus's performance, it is crucial to enhance communication between leaders

and subordinates. This will foster a relaxed working atmosphere, enabling each Civil State apparatus to perform tasks without stress, thereby enhancing performance.

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