

Analysis of the Influence of Leadership Style and Work Environment on Apparatus Performance in Improving Service Quality

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Abstract

The high quality of human resources is expected to be able to improve services to the community. A conducive work environment will be created, among other things influenced by exemplary leadership. The research objective was to analyze the quality of services at the Public Housing and Settlement Services in Mamuju Tengah Regency and the factors that influence these services' quality. This study uses a quantitative descriptive approach with the Path Analysis method. The variables used in this study are the variable Leadership Style (X1), Work Environment (X2), Employee Performance (Y1), and Service Quality (Y2). The results showed that the leadership style and work environment positively and significantly affected employee performance with a significance value of 0.00. Meanwhile, leadership style, work environment, and employee performance substantially affect service quality with a significance value of 0.00. Testing the indirect effect of leadership style on service quality through employee performance is significantly positive. In contrast, the work environment on service quality through employee performance negatively correlates but still has a significant relationship (0.28).

Keywords:

Leadership, Work Environment, Performance, Service, Indonesia

1. Introduction

As Fiedler's contingency theory is a process in which a leader's ability to exert influence depends on the group task situation and the levels of his leadership style, personality, and approach according to the group, in other words, a leader is not due to the characteristics of the group. On his character, but because of various factors the situation and the inability to influence. Furthermore, Fiedler concluded that the leadership style would predict the progress of job

implementation in conjunction with the problem. The leadership style and work climate in the scope of Mamuju Tengah Regency's Public Housing and Settlement Areas have not been optimally able to improve employee efficiency and productivity. According to the study, who is also a member of the staff at the Public Housing and Residential Area Office, the division of tasks delegated by the chief to his subordinates is excessive, causing work to pile up and completion sluggish. Furthermore, the work climate is not favorable, which affects employee motivation in operations. Human resource or employee performance in an office may be affected by various factors, including leadership style and organizational culture, in an official department, where the leadership style and corporate culture will affect employee actions. Performance is measured by the worker's willingness to accept job targets. The degree to which goals are met and the relationship between dreams and employees' skills. With this concept, it can say that employees play an essential role in carrying out all employee activities for the agency to grow and evolve sustainably in the future. In addition to internal management, it must consider efforts to enhance employee efficiency and two leadership styles. A good leader must have a good leadership style to increase the success of service organizations. A leader must pay careful attention to his or her leadership style when shaping, directing his or her group members' actions, and organizing the goals of members and organizational goals so that it can accomplish both. A strong leadership style can motivate subordinates to do their jobs. A leader must carry out the diverse talents, backgrounds, personalities, and motivations of the people he leads. An effective leadership style is expected in an employee to increase all employees' success in achieving the objectives that the leadership has set.

In addition to leadership style, organizational or employee performance in achieving goals may be affected by corporate culture. Whereas corporate culture refers to the patterns, norms, beliefs, and values that apply in a business, these patterns, models, thoughts, and values can influence the actions or conduct of human resources or employees in an organization or employees, with consequences for success. current workers of a business.

2. Literature Review

Leadership style refers to how a leader exercises his leadership role and how he is perceived as attempting to lead, watching from the outside. Leadership styles are different types of behavior preferred by leaders when leading and controlling employees. The action or manner chose and used by leaders to control the views, emotions, attitudes, and behavior of members of subordinate organizations are referred to as leadership styles. A leader must use a leadership style to control his subordinates since a leader has a significant impact on its performance in achieving its goals. The primary individual leadership style is an essential factor in leadership performance. If a situation calls for a task-oriented leader and the individual in that role is relationship-oriented, either the position or the leader must be adjusted to achieve optimum effectiveness.

According to Gani et al., (2019), leadership is an attempt to influence many people through communication to accomplish goals, how to control people through directions or instructions, acts that encourage others to behave or react positively, and a powerful dynamic force that motivates and coordinates the organization. To accomplish goals, the need to instill trust and support in subordinates to meet organizational objectives. Sahabuddin et al., (2019) defines leadership style as "action and strategy in the form of a mixture of abilities, characteristics, and attitudes that a leader often employs while attempting to control the performance of his subordinates." According to Yusriadi et al., (2020), a leadership style is a behavior standard that an individual employs when attempting to control others' behavior as he sees it. Leadership is the process of encouraging all workers to work hard to achieve the desired results and motivate them to work together to achieve mutual goals (Lionardo et al., 2020; Umanailo, 2020; Usman et al., 2020). Leadership is a method of encouraging workers to do the right thing. According to (Mustafa et al., 2020), leaders must consider and demonstrate the leadership style used by their employees. The authors' leadership style is unique, but its sense and essence aim to promote job enthusiasm, work decisions, and high employee work efficiency to achieve optimum organizational objectives. Based on the above description, it is possible to infer that leadership style is a consistent pattern of actions shown by the leader when influencing others, as viewed by others. Fashion is not about how the leader thinks about their leadership behavior but about how others, especially subordinates, interpret the leader's leadership behavior.

The work environment includes all the tools and materials encountered, and the surrounding environment person works, work methods, and work arrangements as individuals and groups. The work environment is also an essential component of the organization for workers to improve their work motivation as needed by the organization (Hasbi et al., 2019; Sahid et al., 2020).

The external organizations or powers that can influence organizational performance are referred to as the climate (Awaluddin et al., 2019). The climate is divided into two categories: general environment and exceptional environment. The general environment is described as something outside the organization that has the potential to affect it. This climate takes the shape of social and technological circumstances. On the other hand, a unique environment is a component of the environment-related explicitly to accomplishing an organization's goals. "The work environment" is described by Yusriadi et al., (2019) as "a set of factors that affect the performance of the functions/activities of human resource management, which consists of internal factors that come from within the organization". A work environment is a place where workers conduct tasks regularly. A pleasant working atmosphere provides workers with a sense of security and helps them perform at their best (Kanto et al., 2020; Yusriadi, Sahid, et al., 2019). Employee emotions may be influenced by their work environment (Umar, Amrin, et al., 2019). If an employee likes the work atmosphere in which they work, the employee may feel at ease carrying out tasks, allowing work time to be used more efficiently. The work environment includes both work relationships formed among coworkers and work relationships between subordinates and superiors, and the physical environment in which employees work (Ahdan et al., 2019). The work climate in an organization is a significant factor to consider. An enjoyable work atmosphere for employees can increase efficiency, and an insufficient work environment can decrease performance and, as a result, employee morale (Tamsah et al., 2020).

Individual work processes and outcomes are commonly characterized as completion, performance of work, or achievements (Umar, Hasbi, et al., 2019). Personal success in an organization has a significant impact on achieving an organization's direction and objectives. The need for performance enhancement is critical for all organizations, both public and private (Ansar et al., 2019). Performance is measured by the result and how the work process is carried out since this work process determines one's performance achievement.

Apparatus performance is essentially created after the apparatus feels fulfilled when their needs are met. In other words, if the apparatus' requirements are not completed correctly, it will not achieve job satisfaction, and thus the apparatus' performance will be challenging to produce. The entirety of an organization's function is referred to as its organizational efficiency. Employee performance and organizational performance are inextricably related, as is the achievement of corporate objectives. Employee success cannot be isolated from the organization's resources, which are mobilized or managed by workers who serve as actors to achieve the organization's goals (Sawitri et al., 2019). If you pay attention to the apparatus's efficiency, the application of the Personnel Information System in the Transportation Office of West Java Province can be carried out successfully. The government often employs bureaucratic organizations in the implementation of development programs. According to Rijal et al., (2019), the government bureaucracy is the only agency with access to all national resources. As a result, in developing countries, particularly in our nation, the position and function of the bureaucracy that represents the demands of development, as well as awareness of the characteristics of a transitional society, is required for the government bureaucracy to be adaptive, sensitive, constructive, reasonable, objective, and effective. The government bureaucracy must accommodate, channel, and battle for the people's interests through various policies that maintain its cultural values. That bureaucratic conduct consistent with cultural values and public goods (public servants) is essential (Umar, Amrin, et al., 2019).

According to Yusriadi et al., (2020), service quality is a service rendered by an agency that must ensure reliability and fairness while maintaining consistent quality. The quality of service is critical because it has a direct effect on the organization's reputation. A high level of service quality would benefit the company. Positive reviews would be provided to an entity that has achieved positive ratings from the public. In public agencies, service trends must address customer satisfaction dimensions relevant to the level of service rendered. The types of services that it can offer, for example, are ease, speed, skill, and friendliness, as demonstrated by direct attitudes and behavior toward customers. The quality of service is crucial because it has an immediate effect on the organization's reputation. A high level of service quality would support the company. Positive reviews would be provided to an entity that has achieved positive ratings from the public. In public agencies, service trends must address customer satisfaction dimensions relevant to the level of service rendered. The types of services that it can offer, for example, are ease, speed, skill, and friendliness, as demonstrated by direct attitudes and behavior toward customers. Quality is a fundamental business strategy that generates products and services that directly and implicitly meet internal and external customers' needs and satisfaction (Yusriadi, Sahid, et al., 2019). This quality strategy employs and necessitates the capacity of knowledge management tools, core competencies, money, technology, equipment, materials, processes, and company personnel to deliver value-added products or services to benefit society and shareholder's benefit. Furthermore, the help of a service product is determined by its individuality, namely whether it meets its needs and desires.

3. Research Method

Path Analysis was used as the research tool. "Path analysis is an extension of multiple linear analysis, or path analysis is the use of regression analysis to estimate the causal relationship between variables (causal models) that have previously been calculated based on theory," writes Ghozali (2013). Path analysis does not establish causal relationships and cannot replace researchers' ability to see the causality relationship between variables.

4. Result and Discussion

4.1. Validity Test Results

Table 1. The results of the Leadership Style Variable Validity Test

Variable	Indicator	r _{Value}	r _{table}	Information
Leadership Style (X1)	X1.1	0,398	0,266	VALID
	X1.2	0,603	0,266	VALID
	X1.3	0,511	0,266	VALID
	X1.4	0,370	0,266	VALID
	X1.5	0,531	0,266	VALID
	X1.6	0,487	0,266	VALID
	X1.7	0,475	0,266	VALID
	X1.8	0,547	0,266	VALID
	X1.9	0,435	0,266	VALID
	X1.11	0,355	0,266	VALID
	X1.12	0,533	0,266	VALID
	X1.13	0,441	0,266	VALID
	X1.14	0,394	0,266	VALID
	X1.15	0,340	0,266	VALID

Data source: Primary data processing, 2020

Table 2. Validity Test Results of Work Environment Variables (X2)

Variable	Indicator	r _{value}	r _{table}	Information
Work environment (X2)	X2.1	0,638	0,266	VALID
	X2.2	0,599	0,266	VALID
	X2.3	0,669	0,266	VALID
	X2.4	0,366	0,266	VALID
	X2.5	0,541	0,266	VALID
	X2.6	0,650	0,266	VALID
	X2.7	0,407	0,266	VALID
	X2.8	0,665	0,266	VALID
	X2.9	0,562	0,266	VALID
	X2.10	0,515	0,266	VALID
	X2.11	0,469	0,266	VALID
	X2.12	0,285	0,266	VALID
	X2.13	0,426	0,266	VALID
	X2.14	0,613	0,266	VALID
	X2.15	0,581	0,266	VALID

Data source: Primary data processing, 2020

Table 3. Validity Test Results of Performance Variables (Y1)

Variable	Indicator	r _{value}	r _{table}	Information
Performance (Y1)	Y1.1	0,423	0,266	VALID
	Y1.2	0,699	0,266	VALID
	Y1.3	0,748	0,266	VALID
	Y1.4	0,809	0,266	VALID
	Y1.5	0,549	0,266	VALID
	Y1.6	0,712	0,266	VALID

Data source: Primary data processing, 2020

Table 4. Validity Test Results of Service Quality Variables (Y2)

Public Service (Y2)	Y2.1	0,498	0,266	VALID
	Y2.2	0,423	0,266	VALID
	Y2.3	0,554	0,266	VALID
	Y2.4	0,504	0,266	VALID
	Y2.5	0,730	0,266	VALID
	Y2.6	0,668	0,266	VALID
	Y2.7	0,788	0,266	VALID
	Y2.8	0,749	0,266	VALID
	Y2.9	0,699	0,266	VALID
	Y2.10	0,770	0,266	VALID
	Y2.11	0,814	0,266	VALID
	Y2.12	0,737	0,266	VALID
	Y2.13	0,619	0,266	VALID
	Y2.14	0,578	0,266	VALID
	Y2.15	0,605	0,266	VALID
	Y2.16	0,717	0,266	VALID
	Y2.17	0,695	0,266	VALID
	Y2.18	0,657	0,266	VALID
	Y2.19	0,616	0,266	VALID
	Y2.20	0,707	0,266	VALID
	Y2.21	0,303	0,266	VALID

Data source: Primary data processing, 2020

The results of testing the validity of all research variables indicate that the r_{count} value of each variable indicator is greater than the r_{table} . Thus, this study's indicators or questionnaires are declared valid to be used as a variable measuring tool.

Table 5. Reliability Test Results

Variable	Cronbach Alpha	N of Items
Leadership style	0,707	15
Work environment	0,820	15
Performance	0,738	6
Public service	0,927	21

Source: Primary Data Processing, 2020

4.2. Sub-structure Path Coefficient Analysis 1

According to Paul Webley: 1997 Part Analysis or path analysis is the direct development of a form of multiple regression with the aim of providing a hypothetical level estimate in a set of variables. With the help of the SPSS 22 program, this research can be helped in calculating the value obtained from each variable easily.

Table 6. Summary of the Results of Sub-Structure Path Coefficients 1

Influence between variables	Path Coefficient (Beta)	Value Sig	Test result	Coefficient of Determination	Other Variable Coefficients
X1 against Y1	.451	.000	The leadership style is significant	.836 = 83.6%	0,405
X2 Terhadap Y1	.578	.000	Significant Work Environment		

Source: Data Processing Results 2020

Thus the structural equation for sub-structure 1 can be obtained as follows: $Y = 0,451X1 + 0,578X2 + 0,405$. Employee Performance (Y1) is influenced by Leadership Style (X1) and Work Environment (X2) simultaneously and

significantly at 83.6%, and other variables outside of this study influence the remaining 16.4%; The path coefficient value X1 to Y1 is 0.451. the relationship between the variables is positive or strong enough and unidirectional. Unidirectional means that with a good leadership style, which employees feel, the Employee Performance (Y1) will also increase. Vice versa, the worse the leadership style (X1) accepted by employees, the employee performance (Y1) will also be lower. The significance value is 0.00, which means that the leadership style significantly influences employee performance; The Work Environment's coefficient value (X2) on Employee Performance (Y1) is 0.578 with a significance of 0.00, which proves that the work environment has a positive and unidirectional relationship with employee performance. This means that the better and conducive the Work Environment (X2) is accepted and felt by employees, the higher the Employee Performance (Y1) will be. Likewise, vice versa, the worse the Work Environment (X2) is accepted and felt by employees, the Employee Performance (Y1) will also be lower. The significance value of the two variables is 0.00, so it can conclude that the work environment positively and significantly affects employee performance.

4.3. Sub-structure Path Coefficient Analysis 2

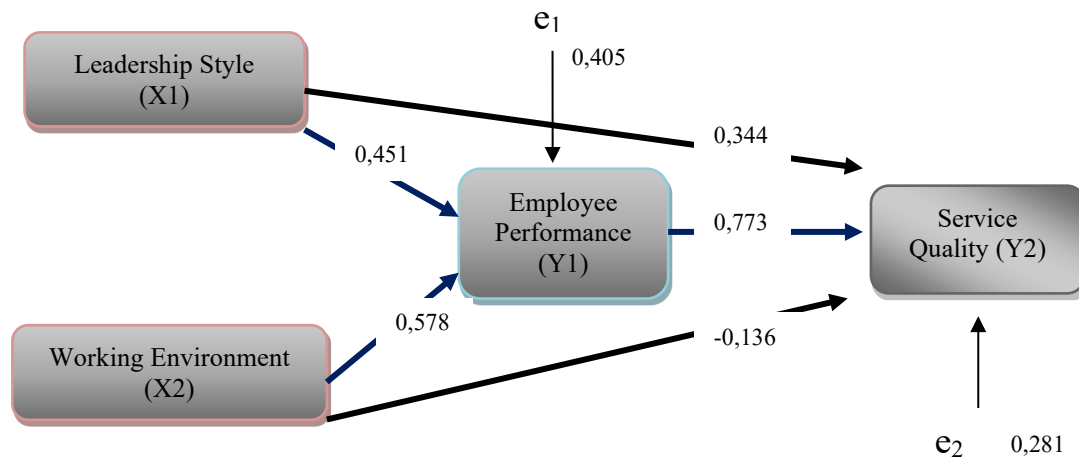
The results of the simultaneous test and partial test using SPSS 22 are summarized in table 7 below:

Table 7. Summary of the Results of Sub-Structure Path Coefficients 2

Influence Between Variables	Path Coefficient (Beta)	Sig value	Test result	Coefficient of Determination	Other Variable Coefficients
X1 against Y2	.344	.000	positive and significant effect	.921 = 92.1%	0.281
X2 against Y2	-.136	.028	Negative relationship, has a significant effect		
Y1 against Y2	.773	.000	positive and significant effect		

Source: Data Processing Results 2020

Based on the results of these values, a path diagram for Sub-Structure 2 is obtained as follows:



Overall Research Structure Path Diagram

Thus, the structural equation for sub-structure 2 can be obtained as follows: $Y2 = 0.344X1 + -0.136X2 + 0.773Y1 + 0.281$: Service Quality (Y2) is influenced by Leadership Style (X1), Work Environment (X2), and Employee Performance (Y1) simultaneously and significantly at 92.1%, and other variables outside of this study influence the remaining 7.9%; The path coefficient value X1 to Y2 is 0.344, with a significance value of 0.00. The correlation of 0.344 means that the relationship between the variable Leadership Style (X1) and Service Quality is quite solid and unidirectional (because the correlation coefficient results are positive). Unidirectional means the better the leadership style accepted by employees, the better service quality. Vice versa, the worse the leadership style received by

employees, the lower the level of service quality will be. The correlation of the two variables is also significant because the significant number is $0.000 < 0.05$; The value of the path coefficient X2 to Y2 is -0.136 with a significance of 0.28 . The correlation of -0.136 means that the relationship between the Work Environment variable (X2) and Service Quality is negative or less intense because the correlation coefficient is negative. Although the relationship between variables is not strong enough, the relationship between the two variables is unidirectional and significant because the significance value is $0.028 < 0.05$. A unidirectional relationship means the better the Work Environment that employees feel, the better the Service Quality. Vice versa, the worse the leadership style received by employees, the lower the level of service quality will be. So, it can conclude that although the work environment has a negative or less strong relationship to Service Quality, it is still in the same direction and has a significant influence; The path coefficient value of Y1 to Y2 is 0.773 with a significance of 0.00 , which proves that Y1 has a significant positive effect on Y2. The correlation of 0.773 means that the relationship between Employee Performance and Service Quality variables is powerful and unidirectional (because the correlation coefficient results are positive). Unidirectional means, the better the employee performance, the service quality will also increase Vice versa, the worse the employee performance, the lower the level of service quality. The correlation of the two variables is also significant because the significant value is $0.000 < 0.05$.

5. Conclusion

Based on data analysis using route analysis, it is possible to infer that leadership style and work climate significantly affect employees' performance at Mamuju Tengah Regency's Public Housing and Settlement Areas. Similarly, the leadership style has a powerful and essential impact on service quality. It found the relationship between work environment and service quality to be less solid or negative, but it significantly impacted service quality. The indirect path analysis hypothesis testing has shown a positive and vital impact of Leadership Style on Employee Performance in Public Services. Similarly, the work environment has a positive and essential effect on service quality through employee performance. It is hoped that the Office of Public Housing and Settlement Areas of Central Mamuju Regency's leadership style, which has been very good so far. It can be further established and strengthened to realize employee efficiency, especially in improving the community's quality of service. It is hoped that researchers will be able to deepen further and refine their study, given that there are still other variables that influence employee efficiency.

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