

Factors affecting the work performance of civil servants in the Department of Social Services in West Sumatra

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ABSTRACT

In 2018, individual work value of the staff of Department of Social Services in West Sumatra is 72.66%, 70.2% in 2019, 79.5% in 2020, and 78.2% in 2021. This study examines how leadership style, work motivation, and work discipline affect employee performance. Data is collected through field and library research. This study included 86 civil servants of Department of Social Services as the sample. The study found that leadership style has a favorable and substantial impact on employee work performance at Department of Social Services ($\text{sig} = 0.012 < 0.05$). Work motivation positively impacts employee performance at Department of Social Services ($\text{sig} = 0.000 < 0.05$). Work discipline positively impacts employee performance at Department of Social Services ($\text{sig} = 0.000 < 0.05$). Leadership style, work motivation, and work discipline positively impact employee performance at Department of Social Services, with a significance value of 0.000 ($p < 0.05$). The Adjust R Square value of 0.618 indicates the Department of Social Services coefficient of determination on employee work performance. Leadership style, work motivation, and work discipline contribute 61.8% to employee work performance in the Department of Social Services, while other variables impact the rest.

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1. INTRODUCTION

Department of Social Services in West Sumatra is a governmental organization that executes the responsibilities and obligations of the West Sumatra regional government in the social sector, including providing help and managing social affairs. Department of Social Service is responsible for formulating technical processes in the social sector, implementing government affairs and providing general assistance in the social sector. Additionally, it is involved in developing units for the implementation of social affairs.

According to the findings from a subsequent interview conducted in January 2024 with the Head of Personnel Section at Department of Social Services in West Sumatra, it was determined that employee performance remained subpar. The individual work value of employees in the Department of Social Services was 72.66% in 2019, 70.2% in 2020, 79.5% in 2021, and 78.2% in 2022. the individual work value indicates the proportion of performance. Overall, the performance of

environmental service employees between 2019 and 2022 shows fluctuations, as seen by their consistently good performance during this period. The aforementioned data also indicates that the data provided by the Department of Social Services in West Sumatra has not yet achieved the national benchmark of 100%.

Work performance can be influenced by both internal and external variables (Ong & Mahazan, 2020). Internal aspects encompass several elements such as attitude, ability, dedication, interest, discipline, company culture, intelligence, job drive, and personality (Fernandez & Moldogaziev, 2010). External aspects encompass several elements such as facilities, infrastructure, remuneration, dedication, interpersonal communication, work atmosphere, work environment, organizational climate, and leadership style (Nawawi, 2017; Siagian, 2018).

The employee's work performance might be influenced by their leadership style (Kartini, 2017). An effective leadership style fosters enhanced staff performance, thereby ensuring the achievement of organizational objectives. Leadership style refers to the method by which an individual motivates, directs, and influences others to accomplish desired outcomes (Sutrisno, 2017; Thoha, 2018).

Direct interviews conducted by researchers with 10 employees revealed issues pertaining to leadership style. Specifically, findings indicated that: (1) a majority of 7 individuals (70%) expressed dissatisfaction with the leadership's ability to exert influence over subordinates, (2) 6 employees (60%) reported a lack of motivation from the leadership in the workplace, (3) 5 individuals (50%) felt that superiors did not provide sufficient guidance to employees, and (70%) perceived a deficiency in direct leadership when it came to guiding subordinates at work.

In addition to leadership style, job performance is also influenced by work motivation, which refers to the state that stimulates and drives individuals to effectively carry out their tasks inside the organization (Hasibuan, 2020; Sinambela, 2017; Sunyoto, 2018). The findings of a preliminary survey conducted by researchers at the Department of Social Services in West Sumatra on work motivation. The pre-survey results indicate that work motivation remains an issue. This is evident in several aspects: (1) there is a lack of employee drive for achievement, as evidenced by the low level of competition among colleagues, (2) there is a lack of employee desire for power within the organization, and (3) there is a low employee need for affiliation. This is seen in the employees' lack of inclination to establish social connections with others.

Ensuring job motivation is crucial for enhancing discipline and passion in the workplace. Work motivation encompasses both an active, dynamic component and a passive, static component. Employees exhibit diligence and enthusiasm due to their work motivation (Clark et al., 1993; Hayati & Caniogo, 2012). Granting accolades is a method to foster elevated work drive among personnel. Lack of job motivation hinders the growth of discipline and work passion. Hence, enhancing employee work motivation is crucial for enhancing employee job performance in a government institution or agency (Timpe, 2017).

According to the pre-survey findings, employees who arrived late to the office encountered variations. Concurrently, a significant proportion of employees, specifically 35%, refrain from taking absences, suggesting a notable deficiency in discipline. Researchers observe a decline in work motivation characterized by the tendency to procrastinate and a lack of full accountability in completing assigned duties under the supervision of superiors. An employee's chronic tardiness can hinder the establishment of a positive work culture, leading to a decline in job quality and overall poor performance. The leadership's impact is not perceived as a source of incentive that fosters collaboration. This also indicates that the collaboration among colleagues is still not occurring effectively. This circumstance can potentially augment the workload of other personnel. Under this circumstance, it is postulated that staff discipline and attitude have a direct impact on the agency's work program, causing it to operate below its maximum efficiency. Employees exhibit deficiencies in their work skills, demonstrating reduced creativity, diminished politeness, and excessive haste in completing tasks. The staff of the Department of Social Services in West Sumatra have been unable to meet their deadlines.

2. RESEARCH METHOD

The research methodology employed is quantitative. The two primary methods of data collection are field research, which involves gathering information through direct observation and interaction with subjects in their natural environment, and library research, which involves gathering information from existing sources such as books, journals, and databases. Methods for collecting data include interview techniques, documentation techniques, and questionnaire approaches. There are two main categories of data types and sources: primary and secondary. The study's population consisted of 86 individuals who were all civil servants of the Department of Social Services in West Sumatra. The sample consisted of 86 individuals. The chosen method for data analysis is multiple linear regression analysis.

3. RESULTS AND DISCUSSION

Classical assumption test

Normality test

According to Table 1, the Asym. Sig (2-tailed) variable has a value > 0.05 . This indicates that the study variables have a normal distribution. Therefore, it is appropriate to do multiple linear regression analysis since the data is normally distributed.

Table 1. One-sample Kolmogorov-Smirnov test

		Unstandardized Residual	
N			86
Normal Parameters ^{a,b}	Mean	.000000	
	Std. Deviation	2.20404996	
Most Extreme Differences	Absolute	.072	
	Positive	.072	
	Negative	-.053	
Test Statistic			.072
Asymp. Sig. (2-tailed)			.200 ^{c,d}

Multicollinearity Test

According to Table 2, the multicollinearity test reveals that the leadership style variable (X₁) has a tolerance value of 0.674 and a VIF of 1.485. The work motivation variable (X₂) has a tolerance value of 0.644 and a VIF of 1.553. Lastly, the work discipline variable (X₃) has a tolerance value of 0.722 and a VIF of 1.384. These results indicate that the tolerance value of Collinearity Statistics is about 1, and the VIF (Variance Inflation Factor) value for all independent variables is less than 10. This indicates that there is no substantial correlation between the independent variables. Thus, it can be inferred that the data obtained from this study did not exhibit instances of multicollinearity, allowing for the utilization of multiple linear regression for data analysis, as there were no occurrences of multicollinearity among the independent variables.

Table 2. Result of multicollinearity test

Variable	Collinearity Statistics	
	Tolerance	VIF
Leadership style (X ₁)	.674	1.485
Work motivation (X ₂)	.644	1.553
Work discipline (X ₃)	.722	1.384

Heteroscedasticity Test

According to Table 3, all variables have a significance value more than 0.05. Therefore, we can infer that the data does not exhibit heteroscedasticity.

Table 3. Result of heteroscedasticity test

Variable	Sig	Conclusion
Leadership style (X ₁)	1.000	There were no cases of heteroscedasticity
Work motivation (X ₂)	1.000	
Work discipline (X ₃)	1.000	

Descriptive Research Variables

According to the descriptive analysis, the average score for employee work performance characteristics at the West Sumatra Province Social Service is 4.40 out of 9 questions, with a Respondent Achievement Rate (TCR) of 87.93%. The data indicates that the employee work performance variable at the Department of Social Services in West Sumatra is classified as "Very Good".

According to the descriptive analysis, the average score for the staff leadership style variable at the West Sumatra Province Social Service is 4.33 out of 12 items, with a Respondent Achievement Rate (TCR) of 86.67%. The data indicates that the employee leadership style variable at the Department of Social Services in West Sumatra falls inside the Very Good category.

According to the descriptive analysis, the average score for the employee work motivation variable at the Department of Social Services in West Sumatra is 4.31. This average is based on 9 questions and has a Respondent Achievement Rate (TCR) of 86.23%. The data indicates that the employee work motivation variable at the Department of Social Services in West Sumatra is classified as "Very Good".

According to the descriptive analysis, the average score for the employee work discipline variable at the Department of Social Services in West Sumatra is 4.31. This score is based on 12 questions and corresponds to a Respondent Achievement Rate (TCR) of 86.23%. The data indicates that the employee work discipline variable at the Department of Social Services in West Sumatra is classified as "Very Good".

Quantitative Analysis

Multiple Linear Regression Analysis

Table 4 provides the necessary information to formulate a multiple linear regression equation. The equation is $Y = 4.166 + 0.145X_1 + 0.314X_2 + 0.306X_3 + e$.

Table 4. Result of multiple linear regression analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	4.166	3.046		1.368	.175
Leadership style (X ₁)	.145	.056	.210	2.575	.012
Work motivation (X ₂)	.313	.072	.363	4.344	.000
Work discipline (X ₃)	.306	.060	.400	5.072	.000

Based on the given equation, there are numerous interpretations that can be made: a) The constant value is 4,166, indicating that in the absence of any leadership style, work drive, and work discipline (X₁=X₂= unit); b) The regression coefficient for the leadership style variable is 0.145. This means that for every 1 unit increase in leadership style, there will be a corresponding rise in employee job performance at the Department of Social Services in West Sumatra by 0.145 units. Leadership style has a beneficial impact on staff work performance at the West Sumatra Province Social Service; c) The work motivation variable has a coefficient of 0.314. This means that for every 1 unit rise in work motivation, there will be a corresponding increase of 0.314 in employee work performance in the Department of Social Services in West Sumatra. Work motivation positively impacts the work performance of employees at the Department of Social Services in West Sumatra; and d) The coefficient for the work discipline variable is 0.306. This means that for every 1 unit improvement in work discipline, there will be a corresponding increase of 0.306 in employee work performance at

the West Sumatra Province Social Service. Work discipline has a beneficial impact on the work performance of employees at the Department of Social Services in West Sumatra.

Coefficient of Determination Test (R^2)

The impact of the coefficient of determination on employee work performance in the West Sumatra Province Social Service is indicated by the Adjusted R-Squared value of 0.618 (Table 5). The study reveals that leadership style, work motivation, and work discipline collectively account for 61.8% of the variation in employees' work performance in the West Sumatra Province Social Service. The remaining portion is attributable to other factors, including compensation, work environment, work culture, and other variables.

Table 5. Result of coefficient of determination test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.794 ^a	.631	.618	2.244

t - Test

Table 6 provides the necessary information to construct a multiple linear regression equation: a) The computed t value for the leadership style variable is 2.575, and the significance value is ($\text{sig} = 0.012 < 0.05$). The leadership style has a notable impact on the work performance of employees at the Department of Social Services in West Sumatra; b) The computed t-value for the work motivation variable is 4.344, and the significance value is ($\text{sig} = 0.000 < 0.05$). Work motivation plays a substantial role in influencing the work performance of employees at the Department of Social Services in West Sumatra; x). The computed t value for the work discipline variable is 5.072, and the significance value is ($\text{sig} = 0.000 < 0.05$). Work discipline plays a substantial role in influencing the work performance of employees at the Department of Social Services in West Sumatra.

Table 6. Result of t-test

Model	Unstandardized Coefficients		Standardized Coefficients	t	sig
	B	Std. Error	Beta		
(Constant)	4.166	3.046		1.368	.175
Leadership style (X1)	.145	.056	.210	2.575	.012
Work motivation (X2)	.313	.072	.363	4.344	.000
Work discipline (X3)	.306	.060	.400	5.072	.000

F - Test

According to the F test result (Table 6), the calculated F value is 46.745. By applying the formula ($df=n-k-1$), where $df= 86 - 3 - 1 = 82$, the F table value is determined to be 2.326. Therefore, it can be concluded that the calculated F value is more than the F table value. Additionally, the significance value is 0.000 ($p < 0.05$). The variables of leadership style, job motivation, and work discipline collectively exert a favorable and substantial impact on the work performance of employees at the Department of Social Services in West Sumatra.

The Influence of Leadership Style on Employee Work Performance

The research findings indicate that the leadership style had a partially favorable and considerable impact on employee work performance at the Department of Social Services in West Sumatra. The descriptive analysis revealed that the average score for the staff leadership style variable at the Department of Social Services in West Sumatra, based on 12 items, was 4.33. The Respondent Achievement Rate (TCR) was 86.67%. The data indicates that the employee leadership style variable at the Department of Social Services in West Sumatra falls inside the Very Good category.

Leadership style refers to the specific pattern or approach that a leader adopts in order to exercise their leadership role. Government institutions employ leadership styles to exert control and

establish the trajectory of an organizational institution in order to accomplish its objectives. The leadership style employed inside a government entity exerts a significant impact on the work performance of its employees. The Leadership Styles encompass task management, Country Club management, bad management, and team management.

Leaders who employ the task management leadership style prioritize their duties or work over focusing on individuals or their subordinates. Leaders employing the country club member leadership style prioritize their subordinates' needs and concerns over their own tasks and responsibilities. Ineffective management is a leadership approach that neglects both tasks and subordinates, whereas team management leadership style demonstrates a strong focus on both duties and subordinates. When a leader employs an unsuitable leadership style, it diminishes subordinates' enthusiasm for work and leads to a decline in employee performance. The leadership style plays a crucial role in enhancing employee work performance.

The findings of this study are corroborated by previous research (Sunarsi, 2018), which revealed a significant impact of leadership style on the performance of educators at Marvin Foundation.

The Influence of Work Motivation on Employee Work Performance

The research findings indicate that work motivation has a partially favorable and statistically significant impact on employee work performance at the West Sumatra Province Social Service. The descriptive analysis revealed that the average score of employee work motivation variables at the the Department of Social Services in West Sumatra, based on 9 questions, was 4.31. The Respondent Achievement Rate (TCR) was found to be 86.23%. The data indicates that the employee work motivation variable at the West Sumatra Province Social Service is classified as "Very Good".

Work motivation is a dynamic force that has the power to impact, stimulate, direct, and sustain the actions of employees. Employees desire competitive compensation, comprehensive benefits, and recognition. Strategies for enhancing employee productivity through the provision of strong work incentive. Work motivation can be enhanced through several means such as monetary compensation, benefits, and recognition. Elevated job motivation can enhance an employee's ardor and fervor for their task. If an employee possesses a strong sense of passion and motivation towards their work, they will be able to successfully accomplish the set goals. In the absence of job motivation, employees exhibit a lack of passion and may also display a lack of discipline in their work.

The findings of this study are corroborated by previous research (Sunarsi, 2018), which revealed a significant impact of job motivation on the performance of Marvin Foundation Educators.

The Influence of Work Discipline on Employee Work Performance

The research findings indicate that work discipline has a partially beneficial and considerable impact on the work performance of employees at the Department of Social Services in West Sumatra. The descriptive analysis revealed that the average score for the employee work discipline variable at the the Department of Social Services in West Sumatra, which was measured using 12 questions, was 4.31. The Respondent Achievement Rate (TCR) was found to be 86.23%. The data indicates that the employee work discipline variable at the Department of Social Services in West Sumatra is classified as "Very Good".

The correlation between work discipline factors and the employee's work environment has a significant impact on employee work performance. The absence of work discipline, such as failure to complete assigned tasks, can directly hinder employee work performance. Hasibuan (2020) asserts that discipline is the paramount operational function of human resource management, as it directly correlates with enhanced job performance. The author emphasizes that employees with superior work discipline are more likely to attain higher levels of productivity (Mangkunegara, 2017; Rivai, 2018). Lack of proper discipline poses a significant challenge for company/agency groups in attaining optimal outcomes. Based on Jais' study (Jais, 2017), the research indicates that work discipline, work environment, and work enthusiasm have an impact on the work performance of residents of Pioneer Middle School in Pancoran Mas sub-district, Depok city. The study suggests that good discipline is a reflection of an individual's sense of responsibility towards their assigned tasks.

The findings of this study are corroborated by previous research (Sunarsi, 2018), which revealed a significant impact of work discipline on the performance of educators at the Marvin Foundation.

The Simultaneous Influence of Leadership Style, Work Motivation and Work Discipline on Work Performance

According to the F test, it was determined that the factors of leadership style, work motivation, and work discipline together had a positive and statistically significant impact on employee job performance at the Department of Social Services in West Sumatra. The descriptive analysis revealed that the average score for employee work performance characteristics at the West Sumatra Province Social Service, which comprised of 9 items, was 4.40. Additionally, the Respondent Achievement Rate (TCR) was found to be 87.93%. The data indicates that the employee job performance variable at the Department of Social Services in West Sumatra falls inside the Very Good category.

Robbins and Coutler (2017) define leadership as the capacity to exert influence over a group in order to accomplish objectives. The effectiveness of a leader in motivating others to accomplish established objectives relies heavily on their authority, as well as their ability to instill passion in each of their subordinates, coworkers, and superiors. Failure to assume a leadership position in fostering effective communication and provide guidance to employees will lead to subpar levels of employee performance.

Work motivation is a significant component that impacts employee performance. Motivation refers to the state that drives individuals to strive for goals and attain desired outcomes. The cultivation of robust motivation yields favorable outcomes and high-quality execution of tasks. Consequently, every augmentation in employees' motivation to complete their tasks will result in a corresponding enhancement in their performance.

The findings of this study are corroborated by previous research (Sunarsi, 2018), which revealed a significant impact of leadership style, work motivation, and work discipline on the performance of educators at the Marvin Foundation.

4. CONCLUSION

The research findings on the factors that influence employee work performance at the Department of Social Services in West Sumatra can be concluded that the leadership style has a partially favorable and substantial impact on employee job performance at the Department of Social Services in West Sumatra, as indicated by a sig value of 0.012 (sig < 0.05). In addition, work motivation has a significant and beneficial impact on employee work performance at the West Sumatra Province Social Service, as indicated by a sig value of 0.000 (sig < 0.05). Work discipline has a statistically significant positive influence on employee work performance at the Department of Social Services in West Sumatra, as indicated by a sig value of 0.000 (sig < 0.05). The combined influence of leadership style, work motivation, and work discipline on employee job performance at the Department of Social Services in West Sumatra is both positive and substantial, as indicated by a sig value of 0.000 (sig < 0.05). The combined impact of leadership style, work motivation, and work discipline on employee work performance at the Department of Social Services in West Sumatra is 61.8%. The remaining percentage is attributed to various factors, including compensation, work environment, work culture, and other variables.

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