

The Influence of Leadership Style, Work Environment and Organizational Commitment on State Civil Apparatus Performance

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ABSTRACT

The organization's success in achieving its goals is dependent on how good the quality of the performance of its employees is. In this study, performance is used as an independent variable and leadership style, work environment, and organizational commitment as dependent variables. In this study, there were 100 samples used with data testing tool using SPSS 21. The results are that leadership style, work environment, and organizational commitment have a positive and significant influence on the performance of ASN at the Agriculture Service, Fisheries Service, Food Security Service, and Land Office of Palopo City simultaneously and partially where all the significance value is below the alpha level.

Keywords: leadership style, work environment, employee performance, organizational commitment.

INTRODUCTION

The organization's success depends on the quality of the performance of the human resources in it; this applies both to private sector organizations and public sector organizations (Government). Law No. 23 of 2014 concerning Regional Government explains that the Regional Government is the organizer of regional autonomy to intend that each region has the right and authority to regulate and manage government affairs. Thus, local governments must prepare quality human resources by the level of needs of the local government. Governance can be carried out through competent human resources to achieve good governance (Helmayani, Sulindawati, & Dewi, 2017).

Performance can be assessed by comparing actual work results based on work standards that public sector institutions have set in achieving institutional goals (Astono, 2013); (Yulianti, 1999). Performance has a vital role in achieving the

goals of an institution which is influenced by several factors, including leadership style. The performance of employees in an organization can be determined by the leadership style of an organizational leader (Kosasih 2018). The leadership style that occurs in formal organizations is indicated by the coordinated activities of several people who work together to achieve one goal under authority and leadership. (Srimiatur, 2018). A leader reflects one's position in a group with power and responsibility (Sedarmayanti, 2013: 120). Rose et al. (2009) explain that an organization's leadership style can affect the performance of the human resources in it.

Rohiyah et al. (2020) explained that in addition to leadership style can affect performance, one of the factors, namely the work environment, influences ASN employees' performance. Research conducted by Islamiah et al. (2021) shows that leadership style and work environment impact ASN performance. The work environment is one of the most critical

components in employees completing their work; in this case, the work environment has everything around the workers that can affect them in carrying out the assigned tasks. (Rahmawanti, Swasto, & Prasetya, 2019). A good work environment will provide evidence of good performance so that achieving performance in an organization can be realized by a supportive work environment (Parashakti, Fahlevi, & Ekhsan, 2020). Organizational commitment and employee performance are interconnected; organizational commitment is needed and impacts an institution's performance (Sukarno, Tinangon, & Tangkuman, 2020). Organizational commitment in both the private and public sectors shows the ability and concern to collaborate to achieve organizational goals (Sharma & Rathore, 2020). Organizational commitment measures the extent to which employees take sides and try to maintain an organization (Lubis, 2010:54). Organizational commitment has an impact on the desired work results (Rejeki, 2015). An organization's success depends on the ownership of competent human resources and needs to encourage organizational commitment. (Bakan, Tuba, & Erşahan, 2011).

The implementation of good governance is based on the State Civil Apparatus (ASN); good ASN performance will bring changes to the government system in the Regional Government, especially the Palopo City Government. Government institutions focus on a fundamental role in public services; this underlies several government agencies such as the Agriculture Service, Livestock Service, Plantation Service, and Land Office of Palopo City in carrying out better performance. This study aims to determine the factors that affect the performance of ASN at the Agriculture Service, Fisheries Service, Food Security Service, and Land Office of Palopo City by placing several factors, including leadership style factors, work environment, and organizational commitment.

Literature review

Employee performance

Employee performance is the work achievement of each individual in carrying out his work (Ulber, 2013:408). Employee performance is

a natural behavior manifested by each employee on work performance according to his role (Wake up, 2012:234). Mangkunegara (2017:9) argues that work performance in terms of employee performance results from work with quality and quantity obtained by an employee or employee in the tasks adjusted to the given responsibilities. The company's performance determines the competitive advantage of the company. Rohiyah et al. (2020) measuring employee performance with four indicators, among others:

1. Job-specific
2. Number of jobs
3. Cooperation
4. Initiative

Leadership Style

Rivai & Prawinegoro, (2015) Leadership style is a set of characteristics used by leaders to influence subordinates to achieve organizational goals. Kreitner and Kinicki in Islamiah et al. (2021) revealed that "leadership or leadership is defined as a process of social influence in which the leader seeks the voluntary participation of subordinates to achieve organizational goals. So leadership is a process in which a person influences others to become subordinates in achieving common goals by measuring leadership style using four indicators, including:

1. Attitude
2. Habits
3. Temperament
4. Character

Work environment

Sumantri (2016) the work environment, especially the attitudes, values, norms, and feelings commonly owned by the workers or employees associated with their company and the work environment, can describe the company's psychological climate, culture, or personality. Rohiyah et al. (2020) The work environment relates to the physical conditions around the work, including existing resources, culture, culture, and personality of a company. Rohiyah et al. (2020) and Islamiah et al. (2021) measuring the work environment into two indicators, namely:

1. Physical environment

2. Non-physical environment

Organizational Commitment

Moorhead & Griffin (2013:73) Organizational commitment is a feeling of psychological or physical attachment or attachment to an employee at the institution where the person works. Kreitner & Kinicki (2014:165) state, Organizational commitment is the degree to which a person can recognize the organization and its goals. Someone who has a high commitment will think of himself as an actual employee in an organization, and vice versa if someone is less committed, will consider himself as an outsider in the organization. Rohiyah et al. (2020) measuring organizational commitment by using four indicators, including:

1. Making adjustments
2. Embrace loyalty
3. Actively support
4. Make personal sacrifices.

METHOD

This research was conducted using the descriptive quantitative analysis method. This research was conducted in several government agencies of the City of Palopo, the Department of Agriculture, the Department of Animal Husbandry, the Department of Plantation, and the Department of Land. The population of this research is ASN, who work in the Agriculture Service, Livestock Service, Plantation Service, and Land Office of Palopo City. At the same time, the sample in this

study uses a sampling technique, namely quota sampling so that the number of samples taken in this study is 100 samples which are divided into There were 25 samples from the Agriculture Service, 25 samples from the Fisheries Service, 25 samples from the Food Security Service and 25 samples from the Land Service.

The data in this study used primary data in the form of a questionnaire measured using a Liker scale of 1 (strongly disagree), 2 (disagree), 3 (neutral), 4 (agree), and 5 (strongly agree). The data analysis technique in this study was carried out with multiple linear regression analysis, including validity and reliability analysis, classical assumption test (normality test, multicollinearity test, and heteroscedasticity test). In addition, this study was conducted using multiple linear regression analysis to answer the hypothesis by using the t-test (partial test) and f test (simultaneous test. Meanwhile, to determine how much influence the independent variables used in influencing the dependent variable using the R-square test).

RESULT and DISCUSSION

Research result

The results show that each indicator used has a Pearson's product-moment value with a significance of 0.00-0.001 smaller than 0.05 so that all indicators used in this research variable can be declared valid so that it can be used as data collection that can be shown. In table 1 as follows.

Table 1
Validity Test Results

Variable		loading factor	conclusion
Leadership style	GK_1	0.404	<i>Valid</i>
	GK_2	0.530	<i>Valid</i>
	GK_3	0.383	<i>Valid</i>
	GK_4	0.436	<i>Valid</i>
Work environment	LK_1	0.452	<i>Valid</i>
	LK_2	0.371	<i>Valid</i>
	LK_3	0.426	<i>Valid</i>
	LK_4	0.457	<i>Valid</i>
Organizational commitment	KO_1	0.469	<i>Valid</i>
	KO_2	0.502	<i>Valid</i>

Employee performance	KO_3	0.568	Valid
	KO_4	0.538	Valid
	KP_1	0.386	Valid
	KP_2	0.447	Valid
	KP_3	0.344	Valid
	KP_4	0.319	Valid
	KP_5	0.379	Valid
	KP_6	0.331	Valid

Source: Primary Data, processed, 2021

The results of the reliability test below using Cronbach's alpha show that all the variables used are reliable, which is shown in table 2 as follows.

Table 2
Reliability Test Results

Variable	Cronbach's alpha	Conclusion
Leadership Style	7,463	Reliable
Work environment	8,766	Reliable
Organizational commitment	8,326	Reliable
Employee performance	8,437	Reliable

Source: Primary Data, processed, 2021

Table 3
Regression Coefficient Test Results

Model	Unstandardized Coefficients	
	B	Std. Error
(Constant)	18,366	3,502
1 Leadership_Style	,228	,098
Work environment	,238	,095
Commitment_Organization	,206	,094

Source: processed data, 2021

The research results shown in table 3 above are the results of the regression coefficient test obtained using SPSS 21 software with the following equation model:

$$Y = 18.366 + 0.228GK + 0.238LK + 0.206KO$$

Where:

The constant value of 18.366 means that the independent variables, namely leadership style, work environment, and organizational commitment, do not affect the dependent variable, namely employee performance, 18.366.

If all independent variables are assumed to have a value of 0, this will also maintain employee performance at 18.366. So it can be concluded that at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City, other variables can affect the performance of ASN employees.

The value of the leadership style variable (X1) is 0.228. Thus, this variable has a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. If the leadership style is improved or a unit is improved, the performance of ASN employees will increase

by 0.228, assuming that the work environment and organizational commitment variables have a fixed value.

The value of the work environment variable (X2) is 0.238. Thus, this variable has a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. It means that if the work environment variable is improved or improved or a unit is improved, the performance of ASN employees will increase by 0.238 with the assumption that the leadership

style and organizational commitment variables are fixed.

The value of the organizational commitment variable (X3) is 0.206. Thus, this variable has a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. It means that if there is an increase in organizational commitment or a unit is improved, the performance of ASN employees will increase by 0.206 with the assumption that the variables of leadership style and work environment are fixed.

Table 4
t-test results

	Model	t	Sig.
1	(Constant)	5,244	,000
	Leadership_Style	2,325	,022
	Work environment	2,515	0.014
	Commitment_Organization	2,234	0.035

Source: processed data, 2021

The t-test describes the effect of each independent variable on the dependent variable. Tests carried out with SPSS 21 obtained significant results, where each variable was below the alpha value of 0.05.

The leadership style variable has a significance value of 0.022, which means this variable will significantly affect the ASN employee performance variable. Therefore, it can be concluded that the better the leadership style applied, the more direct effect it will have on improving the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land of Palopo City.

The work environment variable has a significance value of 0.014, which means that this

variable will significantly affect the ASN employee performance variable. Therefore, it can be concluded that the better the ecosystem of the work environment that is applied will directly affect the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land of Palopo City.

The organizational commitment variable has a significance value of 0.035, which means that this variable will significantly affect the ASN employee performance variable. Therefore, it can be concluded that the better the organizational commitment displayed and implemented, the better the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City.

Table 5
f . Test Results

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3,212	3	1.071	3,461	,019b
	Residual	29,698	96	,309		
	Total	32,910	99			

Source: processed data, 2021

The f test describes the effect of the independent variable on the dependent variable. The significance value of the results shown in table 5 is 0.019 or smaller than the 0.05 alpha level. It means that overall independent variables

(leadership style, work environment, and organizational commitment) simultaneously affect the dependent variable, namely the performance of ASN employees.

Table 6
Coefficient of Determination Test Results

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,812a	,680	,639	2,556

Source: processed data, 2021

The testers on SPSS 21 produced the output as shown in table 6 above; the R2 value was 0.680 or 68%. It means that the contribution of the independent variables, namely leadership style, work environment, and organizational commitment to the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City, is 68%. Other variables influence the remaining 32%. Thus, there are other variables other than the independent variables in this study that affect the performance of ASN employees.

Discussion

Leadership Style Affects ASN Performance

The study results explain that leadership style has a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. The results of this study are in line with Rohiyah et al. (2020) with the title "the influence of leadership style, work environment and organizational commitment on employee performance at DKD Malang," which reveals the results that leadership style has a positive and significant effect on employee performance, as well as the work environment which has a positive and significant effect. However, organizational commitment has no significant effect on employee performance.

Work Environment Affects ASN Performance

The study results explain that the work environment has a positive and significant effect

on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. The results of this study are in line with Ferawati (2017) with the research title "the influence of the work environment and work discipline on employee performance," which explains that the work environment and work discipline have a significant effect on employee performance either partially or simultaneously. (Ningrum 2014) research also states the same thing, that the work environment affects the performance of employees of PT Toyota Auto 2000 Sukun Malang.

Organizational Commitment Affects ASN Performance

The study results explain that organizational commitment has a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City. The results of this study are in line with Muis et al.'s (2018) "The influence of organizational culture and organizational commitment on employee performance" shows the results that organizational culture and organizational commitment have the same significant and positive influence on employee performance, both partially and simultaneously.

Conclusions and suggestions

Conclusion

1. Based on the f test, the results found are the variables of leadership style, work environment, and organizational commitment have a simultaneous effect on the

performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City.

2. Based on the t-test, the results found are that the variables of leadership style, work environment, and organizational commitment partially have a positive and significant effect on the performance of ASN employees at the Office of Agriculture, Fisheries, Food Security, and Land in Palopo City.

Suggestion

Improving performance means having to increase the supporting and driving factors related to performance. What can be done is to pay attention to all aspects that can improve performance, such as improving methods in leading a company or agency, improving the work climate or work environment among employees in a company, and reconstructing organizational commitment for each employee.

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