

The determinant of Work Performance and Performance of Employees Civil Servants In Medan

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ABSTRACT: The purpose of this study analyzes the influence of leadership style, organizational behavior, Conflict, work ethic on the achievements, and Performance of employees in Medan. Data is collected through research questionnaires. The study data sample was taken as many as 180 pieces, all employees in Medan. Data analysis models in this study using structural equation modeling (SEM). Leadership research results have a significant effect on the Performance of the Organization's behavioral work, directly affecting work performance. Work conflicts have a significant direct impact on work performance. Work ethic has a significant immediate effect on work performance. Leadership has an insignificant direct effect on employee performance. Organizational behavior has a significant direct impact on employee performance. Employment conflicts have a negligible impact on employee performance. Work ethic has a significant immediate impact on employee performance. Work performance has an insignificant effect on employee performance.

KEYWORDS: organizational behavior, work ethic, work Conflict, achievement, Performance,

I. INTRODUCTION

Achieving established organizational goals needs to be a leadership style. According to Kartono (2003:55), "Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve a specific goal." According to Gitosudarmo (2000:65), the theory of behavior emphasizes two leadership styles: duty-oriented leadership and employee orientation. Mangkunegara (2001:51) the work performance of an employee is the work of an employee during a specific period compared to various possibilities, such as standards, targets, or targets or pre-determined criteria that have been mutually agreed upon. As'ad (2000:72) states that work performance results from a person's ability to achieve according to the measure applicable to the work in question.

The problem that needs to be solved immediately is the low quality of human resources in Medan employees. This issue occurs in addition to leadership issues and closely related to organizational behavior, Work Conflict, and Work Ethic to Work Performance and Employee Performance. Organizational behavior is critical in a corporate activity because everyone has Employee performance is a tool to assess/measure achievements/achievements concerning the tasks imposed on him, in the book Marwansyah (2010:188). Performance assessments, to measure Performance fairly and objectively based on these employment requirements, effectively obtain compensation instead of poor Performance. Employee performance is said to be high if employees can make fair use of working time, mistakes are rare. Meanwhile, employee performance can be said to be low if attendance rates are low. Working time is not maximal, and performance improvement is required to develop a conducive work environment, in this case, performance allowance.

Table 1. Employee Performance Assessment List

No.	Unit	2016	2017	2018	Jumlah
1.	Sangat Puas (A)	20	23	23	66
2.	Puas (B)	113	105	110	328
3.	Sedang (C)	72	75	70	217
4.	Kurang Puas (D)	40	46	41	127
5.	Tidak Puas (E)	35	31	36	102
	Total	280	280	280	840

Source: Observasi, 2020

The data in the table shows that employee performance has not shown optimal Performance; this can be seen as there are still employees who have moderate Performance and low Performance. This, of course, raises questions for performance measurement researchers in Medan that need to be reviewed To be more

optimal for employee performance. There are still employees who feel dissatisfied even dissatisfied, among them in the indicator Results of work there are 12 who are not satisfied and 5 to be disappointed, for the indicator of job knowledge there are 11 who are less happy and 12 to be dissatisfied and 12 to dissatisfied, to hands of discipline there are nine who are disappointed and seven who are not satisfied.

II. HEADINGS

1. Leadership

Fahmi (2012:60), leadership is directing, influencing, and supervising others to perform tasks following the planned orders. Sedarmayanti (2011:20), leadership is the process of influencing group activities toward goal setting and goal achievement (leadership is a process of controlling group activities to formulate and achieve goals). Based on the theory, it can be explained that the increase in Employee's job satisfaction in an organization cannot be released from the role of the leader in the Organization, as well as the number (quantity) of work (workload) that if given proportionally will result in the feeling of satisfaction from the Employee in the book which then becomes the primary key or plays an important and strategic role in the survival of a company. Leadership style is a pattern of behavior demonstrated by the leader in influencing others or Employees. Values can influence these behavior patterns, assumptions, perceptions, expectations, and attitudes within the leader (Ardana et al., 2011: 181, in Satyavati et al., 2014). Research on the relationship of leadership style to job satisfaction refers to study conducted by Fitriansyah et al. (2013); Purnomo et al. (2011); Pradifta et al. (2014) that transformational and transactional leadership styles have a positive and significant effect on job satisfaction, and this research was shown in simanungkalit study, et al., (2013); Louisiana Lomanto et al., (2012); leadership style negatively and significantly affects job satisfaction.

2. Organizational Behavior

There is some understanding from some experts regarding the Organization. According to Mc. Farland, quoted by Handyaningrat (1981:42), states the definition of Organization is as follows: "An organization is a group of known human beings who contribute their efforts towards achieving a goal." While according to Dimock, quoted by Handyaningrat (1981:42) states the definition of the Organization as follows: "The organization is a systematic combination of interdependence or related parts to form a unified unity through authority, coordination and supervision to achieve the stated goals." As for the understanding of the Organization, according to Weber quoted by Thomas, in his book "Organizational Behavior of Basic Concepts and Applications" (2014:113) that "Organization is a particular limitation (boundaries). Thus a person who conducts interactions with others is not of his own volim. certain rules limit them".

3. Work Conflicts

Conflict is a condition in which there are differences. Differences will always exist because every Employee has diverse desires, goals, and knowledge. Differences in people such as gender, economy, social strata, religion, tribe, the legal system, nation, the purpose of life, culture, political flow, and belief are the cause of Conflict (Wirawan, 2010:1). Mangkunegara (2000:155) argues that Conflict is a difference arising from what is expected to be devoured by himself and others with the reality of what to expect. Many forms of Conflict can occur within the Organization. According to Kusnadi (2003:69), conflicts can be clarified into several types of disputes to make it easier to identify them. According to Wahyudi and Akdon (2005:96), Conflict has a positive (functional) impact and the possibility of negative (dysfunctional) influences.

4. Work Ethic

According to Geertz (in Kumorotomo 2014:389), defining ethos is "a fundamental attitude towards the self and the world emitted alive." Ethos is an evaluative aspect that is assessed. Thus, the question in the sense of ethos is the possible sources of the motivation of a person is doing, whether work is considered a necessity for life, whether the work is tied to self-identity or (in the influence of work ethic and work environment on work performance (Arsad) 137 empirical sphere), whether that is the driving source of participation in development. Ethos is also the foundation of an idea, mind, or mind that will determine the action system. Then Anoraga (2009:26) defines the work ethic as a nation's view and attitude towards work. If individuals in the community view work as a sublime thing for human existence, then its work ethic will be high. On the contrary, attitudes and opinions towards work as something of low value to life, then the Work Ethic will below. Furthermore, Sinamo (2005:151) says that the work ethic is a set of positive behaviors rooted in fundamental beliefs accompanied by a total commitment to an integral work paradigm. According to him, if a person, an organization, or a community adheres to the paradigm of working, trusting, and committing to that paradigm of work, all of it will give birth to their distinctive work attitudes and behaviors. That's what's going to be the Work Ethic and the culture.

5. Work Performance

Work performance is a management method to make a fair and honest analysis of employee value for the Organization (Manulang (2001). Version is termed as work performance, which is the process of evaluating the Organization or assessing employees' Performance (Handoko, 2002). Work performance is defined as the record of outcome produced on a specified job function or activity during a specified period.

6. Employee Performance

According to Mangkunegara (2013), "performance results from work in quality and quantity achieved by an employee in carrying out his duties by the responsibilities given to him." According to Riani (2011), "performance is the result of a person as a whole during a certain period in carrying out tasks, such as work standards, targets or criteria that have been pre-determined and mutually agreed upon." According to Riani (2011), "performance assessments also always assume that Employees understand what their performance standards are, and provide employees with the feedback, development, and incentives necessary to help the person concerned eliminate poor performance or continue good performance." According to Mangkunegara (2013), "the Employee will be able to achieve maximum Performance if he has a high-achieving motive. The motive of excellence that needs to be possessed if by employees must be grown from within themselves other than the work environment". According to Sinambela (2012), "to improve optimum Performance needs to be applied a clear standard, which can be a reference for all employees. Employee performance will be created if the Employee can carry out his responsibilities properly". According to Mangkunegara (2013), "Factors that affect performance achievement are ability factor and motivation factor.

III. INDENTATIONS AND EQUATIONS

The influence between latent conciliations is divided based on the complexity of variable relationships, namely:

1. Direct effects

Direct influence is derived from the output value of an utterly standardized solution

A. Direct influence of leadership on employee work loyalty

$$Y1 = f(X1)$$

$$Y1 = a + b1X1 + e$$

B. Direct influence of leadership on employee performance

$$Y2 = f(X1)$$

$$Y2 = a + b1X1 + e$$

c. Direct influence of organizational behavior on employees' work performance

$$Y1 = f(X2)$$

$$Y1 = a + b1X2 + e$$

d. Direct influence of organizational behavior on employee performance

$$Y2 = f(X2)$$

$$Y2 = a + b1X2 + e$$

E. Direct influence of work conflicts on employees' work performance

$$Y1 = f(X3)$$

$$Y1 = a + b1X3 + e$$

F. Direct effect of work conflicts on employee performance

$$Y2 = f(X3)$$

$$Y2 = a + b1X3 + e$$

G. Direct effect of work performance on employee performance

$$Y1 = f(Y2)$$

$$Y1 = a + b1Y2 + e$$

2. Indirect effects

An indirect influence is the multiplication of all the direct forces passed (exogenous variables to endogenous variables).

A. The indirect influence of leadership on employees' work performance through work performance.

$$Y2 = f(X1Y1)$$

$$Y2 = a*b1X1*b2Y1 + e$$

$$Y2 = X1 \rightarrow Y1 * Y1 \rightarrow Y2$$

B. The indirect influence of organizational behavior on employees' work performance through work performance.

$$Y2 = f(X2Y1)$$

$$Y2 = a*b1X2*b2Y1 + e$$

$$Y2 = X2 \rightarrow Y1 * Y1 \rightarrow Y2$$

c. Indirect influence of work conflicts on employees' work performance through work performance.

$$Y2 = f(X3Y1)$$

$$Y2 = a*b1X3*b2Y1 + e$$

$$Y2 = X3 \rightarrow Y1 * Y1 \rightarrow Y2$$

3. Total effects

Total influence is the summation of direct impact and indirect influence

A. The total influence of leadership on employees' work performance through work performance.

$$Y2 = f(X1Y1)$$

$$Y2 = a + b1X1 + b2Y1 + e$$

$$Y2 = X1 \rightarrow Y1 + Y1 \rightarrow Y2$$

B. The total influence of organizational behavior on employees' work performance through work performance.

$$Y2 = f(X2Y1)$$

$$Y2 = a + b1X2 + b2Y1 + e$$

$$Y2 = X2 \rightarrow Y1 + Y1 \rightarrow Y2$$

c. The total influence of work conflicts on employees' work performance through work performance.

$$Y2 = f(X3Y1)$$

$$Y2 = a + b1X3 + b2Y1 + e$$

$$Y2 = X3 \rightarrow Y1 + Y1 \rightarrow Y2$$

IV. FIGURES AND TABLES

To ensure a high-quality product, diagrams and lettering **MUST** be either computer-drafted or drawn using Indian ink.

Structural models are relationships between latent variables (variables that cannot be measured directly and require multiple indicators to count them) independent and dependent (Bollen, 1989). Research using Structure Equation Modelling requires gradual testing, and one of the tests is the structural equation modeling model that must meet the assumptions of fit. If the research model that has been established does not meet the assumption of fit, then the model that has been submitted needs to be revised.

The need for revision of the research model that has been established due to the problem of assumptions that are not met by the model when testing is carried out because when the issue of unmet assumptions occurs, the research model shows that the research model cannot produce a unique estimate in predicting exogenous variables against its endogenous variables. Thus the model needs to be revised by developing existing theories to form a new model.

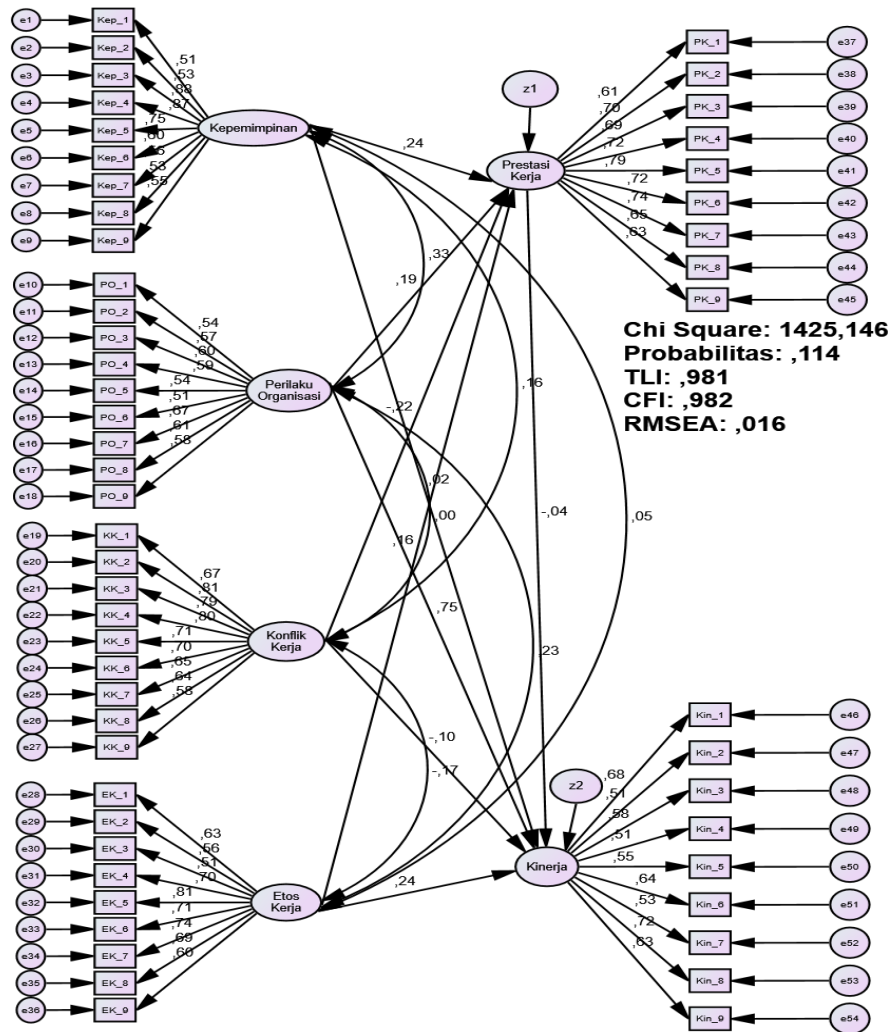
Analysis of data processing results on Goodness of fit Model Structure Equation Modelling must comply with the Goodness of fit model structure equation modeling testing standards, which can be seen as in the following table:

Tabel 2. Cut of Value Goodness of fit Index

No	The Goodness of appropriate Index	Cut of Value
1	Chi-Square	≤ Chi Square _{-tabel} pada sig. 5% (0.05)
2	Probabilitas	>0,05
3	RMSEA	<0,08
4	TLI	>0.90
5	CFI	>0.90

Source: Haryono et all, 2017

Figure 1: Model Structure Equation Modelling



Source: Observation (2020)

Table 3. The Goodness of fit Index

No	The Goodness of appropriate Index	Cut of Value	Hasil pengujian	Kesimpulan
1	Chi Square	\leq Chi Square-tabel pada sig. 5% (0.05) (1448,970)	1425,146	Fit
2	Probabilitas	$>0,05$	0,114	Fit
3	RMSEA	$<0,08$	0,016	Fit
4	TLI	$>0,90$	0,981	Fit
5	CFI	$>0,90$	0,982	Fit

Source: Observation (2020)

The value of Chi Square-count is 1425,146. When compared to the chi square-table value with a free degree (pdf) of 1362 of 1448,970, it is concluded that the Chi Square-count < Chi Square-table (1425,146 < 1448,970) so it is supposed that the Goodness of fit Index test on the value side of Chi-Square is known that the model is appropriate. Suppose the proper Index test's Goodness uses a known probability level that the test probability value is 0.114. In that case, the amount is more significant than 0.05 ($p > 0.05$), so it can be concluded that the Goodness of fit Index test on the side of the probability value is known that the model is appropriate. If the Goodness of the appropriate Index test using the RMSEA value is known that the RMSEA value is 0.016. When compared to the Cut of Value RMSEA (0.08), it is known that the amount of RMSEA is smaller than the Cut of Value value of RMSEA (0.016 < 0.080), so it can be

concluded that the Goodness of fit Index test on the RMSEA value side is known that the model is appropriate.

Tabel 4: Standardized Estimate

			Estimate
Prestasi_Kerja	<---	Konflik_Kerja	-0,216
Prestasi_Kerja	<---	Etos_Kerja	0,165
Prestasi_Kerja	<---	Perilaku_Organisasi	0,189
Prestasi_Kerja	<---	Kepemimpinan	0,242
Kinerja	<---	Kepemimpinan	0,018
Kinerja	<---	Perilaku_Organisasi	0,746
Kinerja	<---	Konflik_Kerja	-0,103
Kinerja	<---	Etos_Kerja	0,241
Kinerja	<---	Prestasi_Kerja	-0,038

Sumber: Data Primer Diolah, 2020

Based on the data can be established a model of structural equation modeling equation, this research can be presented as follows:

$$\text{Work Performance} = 0.242X1 + 0.189X2 - 0.216X3 + 0.165X4$$

$$\text{Performance} = 0.018X1 + 0.746X2 - 0.103X3 + 0.241X4 - 0.038Y1$$

The Goodness of fit Index testing using the TLI level is known that the TLI value is 0.981. The value is greater than 0.90 ($p > 0.90$), so it can be concluded that the Goodness of fit Index test on the TLI value side is known to be a fit model. The Goodness of fit Index testing using CFI level is known that the CFI value is 0.982. The value is smaller than 0.90 ($p > 0.90$), so it can be concluded that the Goodness of fit Index test on the CFI value side is known to fit the model. Once all assumptions can be fulfilled, further hypothesis testing will be performed, as proposed in the previous chapter. Before testing this hypothesis, it was first presented the size of the common estimation value or the direct effect of exogenous variables on their endogenous variables. Standard estimation results can be found in the following table:

V. CONCLUSION

If so, then it is reasonable for every leadership level in Medan to provide a formality to each subordinate. Because their work achievements can be driven by leadership style, they sample directly from their superiors, both at the head of the section, the head of the section, the head of the field, and the head of the office itself. A good example given by the leadership for his leadership style will have a good impact on each Employee working in this study's Medan results. This shows that the Organization's behavior has a significant effect on work performance. The amount of leadership affecting work performance was 0.189. This means that any change in a certain unit's organizational behavior will increase work performance by 0.189 or equal to 18.9%. The results of this study provide information that when the Organization's behavior reflects good conditions and is conducive to work, it will encourage the predation of individual employees' work to reach its peak.

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