The Influence of Leadership Style and the Implementation of E-Performance on Employee Performance at the South Sumatra Provincial Education Office

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Abstract. *This study aims to analyze the influence of leadership style and the implementation of e-performance systems on employee performance at the Provincial Education Office of South Sumatra. Employee performance is a crucial element in achieving organizational goals, while leadership style and e-performance systems are considered key factors influencing success. This research employs a quantitative approach using a survey method. Data were collected through questionnaires distributed to employees, with samples determined randomly. The results indicate that leadership style has a positive but not significant effect on employee performance. Leaders who can motivate and involve subordinates in decision-making tend to enhance employee productivity. The implementation of e-performance systems also has a positive impact on performance, especially through transparency and efficiency in performance evaluation. Simultaneous analysis shows that leadership style and e-performance systems together contribute significantly to improving employee performance, with a coefficient of determination of 67%. However, the study also identifies challenges such as a lack of technological understanding among employees and inadequate infrastructure. Therefore, it is recommended to enhance technical training and ensure the availability of supporting facilities to optimize the implementation of e-performance systems. This research provides practical implications for the leadership of the Education Office in improving managerial strategies and human resource management.*

Keywords: Leadership Style, E-Performance, Employee Performance, Education Office, South Sumatra

1. INTRODUCTION

Every institution or entity when running a program is always directed to achieve the specified goals. One of the important things to ensure that an institution achieves its goals is to recognize and assess the performance of its employees. Organizations can be seen as a means used both individually and in groups to achieve various goals (Wisnu U.R, 2019: 2). If an institution succeeds in fulfilling the goals that have been set, then it can be said that the institution is effective. As time goes by, all institutions are asked to be able to compete in providing the best service, including government agencies. (Mahyudin et al., 2021) An organization is a combination of various groups and individuals who have different needs.

Human resources have an important role in determining the success of a company when facing various challenges of globalization. These challenges include the growing global market, competition for human resources at the international level, and how to prepare human resources to carry out tasks within the organization. Human Resource Management has four main tasks, one of which is to evaluate and develop human resources, where one of the activities is to assess employee performance.

The global era, which is characterized by rapid changes in various fields, will affect the conditions of the workplace, both inside and outside. These changes will also have a major impact on human resources, namely employees (Jumady, 2020). Employees as acting duties are expected to be able to carry out general functions of government, development, and society. Therefore, organizations need employees who perform well. Every organization in carrying out its functions and duties strives to achieve the goals that have been determined. The success of an organization's activities in achieving its goals does not only depend on the sophistication of technology, budget, or existing facilities, but also on the quality of its human resources, this also applies to the South Sumatra Provincial Education Office. Leadership is an important aspect of every organization. Leadership is always related to social attention that creates interaction between leaders and subordinates to achieve common goals (Purwanto et al., 2020). Providing positive motivation and encouragement to employees is the key to achieving common goals. For this purpose, a leader must be able to motivate employees so that they work with enthusiasm to achieve good performance (Siti, Nur Aisyah & Wardani, 2020). Performance is the result of the organization's work in achieving predetermined goals, customer satisfaction, and its contribution to the economic progress of the community in which the organization is located, (Daulima & Katili, 2019). Conversely, a bad leader will create divisions among members of the organization, creating strife, feelings of insecurity or distress, which can ultimately damage employee performance.

2. LITERATURE REVIEW

Civil Servants (PNS) are part of government agencies that have the responsibility to provide services to the community in a professional, honest, fair, and equitable manner in carrying out state, government, and development duties. Based on Article 1 (a) of Law No. 8 of 1974 concerning the Basics of Civil Service, what is meant by "Civil Servant" is a person who, after fulfilling all the conditions stipulated in the applicable regulations, is appointed by an authorized official and assigned to a government position or assigned to a job determined by the applicable regulations and receives a salary in accordance with the existing regulations.

According to Bangun (2012, p.231), the result of work is what a person achieves based on the existing job conditions. Meanwhile, according to Sedarmayanti (2011, p.260), work results are a translation of performance which means the results of a worker's activities, a management process, or the whole of an organization. The results of this work must be demonstrable and measurable, as well as compared to predetermined standards. According to Ilyas (in Wibasuri, 2011), the work also includes aspects of quality and quantity. The results

of the work can be seen from the appearance of individuals or groups. Individual appearance is the basis of organizational appearance. Performance appraisal is essential for developing an organization effectively and efficiently. Based on this definition, the work result of a civil servant is the performance of a civil servant. Another definition according to Robbins (2003) explains that employee performance is how effective individuals are in carrying out tasks that help achieve organizational goals. Meanwhile, according to Mathis and Jackson (2011), performance is all actions taken or not taken by employees to achieve organizational goals.

E-Performance is a website-based application used by the government through the State Civil Service Agency (BKN) to manage the State Civil Apparatus (ASN) starting from attendance, performance measurement, achievement achievements, and employee benefits. This application allows the government to act practically because data collection for civil servants can be done online. In addition, it can also conduct performance assessments based on employee data on the Personnel Information System. The implementation of E-Performance is based on the Regulation of the Minister of the Use of State Apparatus and Bureaucratic Changes No. 23 of 2019 concerning Employee Information Systems which aims to regulate the management of employee information systems to support effective government management

Ministerial Regulation of PAN-RB Number 23 of 2019 strengthens the way of employee management by using a digital-based information system, so that employee data can be guaranteed to be accurate and well integrated. This rule encourages changes in the bureaucracy to be clearer, more efficient, and results-oriented

Layout Drawing of the ASN E-Performance Application

The e-Performance application serves as a tool to evaluate needs, including work positions to task loads, which is the basis for assessing performance and incentive distribution. In addition to facilitating the process of recording work and making reports, the development of this application is expected to be a means that helps in decision-making.

This e-Performance application can be a tool to improve employee performance. With organized information that has been collected, employees can monitor the results of the performance allowances they receive based on the assessments that are in the application. In addition, this application can also be a clue in providing additional income for employees (TPP). This happens because this application is equipped with a strict system and is able to determine employee salaries based on their respective performance.

The success of a system reflects how satisfied users are with the system. To assess the success of a system, a model is needed. A good model is one that is complete but still easy to understand (Negara, 2017). Ermawati (2012) explained that a person's technical ability includes how well they understand technology, the tasks that must be performed, the decisions that need to be made, and the socio-political situation around them. Each user has different abilities, both in operating a computer, using the internet, and using e-performance. Therefore, users want a system that can meet their needs according to their capabilities, so that they feel satisfied when using the system. In order for all employees to be able to use the e-performance system, they are given training on how to operate the system. Users will feel happy using the system if they believe that the training they have taken can help them in using the system.

3. RESEARCH METHODS

According to Sugiyono (2013:6), the research method can be divided based on how in-depth the explanation is as follows:

a. Descriptive research is a type of research that deals with the question of the existence of one or more independent variables. In this study, the researcher did not compare the variable with other samples, but only checked the existence of the variable.

b. Comparative research is a type of research that aims to compare one or more variables in two or more different samples.

c. Associative research is research that focuses on questions regarding the relationship between two or more variables.

In this study, the authors applied associative research, which aimed to understand the relationship between two or more factors. These factors are leadership style and work motivation that affect the performance of employees at the South Sumatra Provincial Education Office.

4. RESEARCH RESULTS AND DISCUSSION

Descriptive statistics are carried out with the intention of providing illustrations or explanations about the data used in the research. In this study, the variables used are Leadership Style and E-Performance as independent variables. Employee performance functions as a dependent variable. Data processing is carried out with the help of the SPSS 25 program for Windows. Here are the results of the descriptive statistical test;

Discrete Statistics Table of Leadership Style, E-Performance and Employee Performance

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Gaya Kepemimpinan	100	93.00	149.00	126.7700	9.76062
E-Kinerja	100	105.00	150.00	122.9200	10.08117
Kinerja Pegawai	100	100.00	142.00	123.4500	6.93895
Valid N (listwise)	100				

Based on the table, there are three research variables, namely leadership style, E-performance and employee performance. The minimum value is the smallest number for each variable, the maximum value is the largest number for each variable in the study, the average value is the middle number, and the standard deviation value indicates how far each variable in the study differs from the average.

Some explanations of descriptive statistical tests are described as follows:

1. Leadership Style

The results of the descriptive statistical test of the leadership way show that the lowest score is 93, the highest score is 149, the standard deviation value is 9.76062, and the average score is 126.77. Standard Deviation (SD) shows how far the data deviates from the mean. Standard Deviation (SD) can also explain how much variation in the data is. If the Standard Deviation (SD) value is much greater than the mean, then the average does not reflect the overall data well. Conversely, if the Standard Deviation (SD) value is very small compared to the mean, then the average can be considered a good picture of the entire data. In the Leadership Style variable, the standard deviation value of 9.76062 is smaller than the average of 126.77, so it can be concluded that the average is a good picture of the entire data.

2.E-Performance

From the results of the examination, it was found that the lowest score of E-Performance was 105, and the highest score reached 150. Meanwhile, the average score was recorded at 122.92 with a standard deviation of 10.08117. In the E-Performance variable, the standard deviation number of 10.08117 is smaller than the average value of 122.92, so it can be concluded that the average value is a good picture of the whole data

3. Employee Performance

From the results of the examination, it was found that the lowest score of Employee Performance was 100, while the highest score reached 142. The average value is 123.45, and the standard deviation is 6.93895. Since the standard deviation of 6.93895 is smaller than the average value of 123.45, it can be concluded that the average value reflects well the overall information available.

5. DISCUSSION

The results of data analysis with SPSS show that the leadership style variable has a significance value of 0.697, which is higher than 0.05. This means that the first hypothesis is not accepted, so it can be concluded that leadership style does not have a significant impact on employee performance. The coefficient for the leadership style variable is 0.025, which indicates a positive relationship with employee performance. This means that if the leadership style increases by 1%, then the performance of the employee will increase by 0.025. Each leader has a unique method or way of running the company.

In addition, leaders who can communicate well help staff understand work objectives more clearly, so they can focus on carrying out their daily tasks. Research by Sari in 2019 confirmed that good communication between leaders and staff has an important role in increasing work productivity.

Staff participation in the decision-making process creates a sense of attachment to the responsibilities and goals of the organization. This not only increases work motivation, but also strengthens the relationship between superiors and staff. Research by Murod and Shohib in 2017 showed that leadership styles that involve staff participation can improve individual as well as organizational performance.

Based on the results of the test for the E-Performance variable related to employee performance, it was found that the important value of 0.000 was smaller than 0.05. This means that the null hypothesis is rejected, so there is an important influence of E-Performance on employee performance or hypothesis one is accepted. The better the use of E-Performance to achieve Employee Performance Targets (SKP), the better the performance of employees in

producing the number and quality of work at the South Sumatra Provincial Education Office. The E-Performance Assessment carried out is closely related to employee performance.

The results of the study show that the implementation of e-performance has a great impact on the performance of employees. With an F value calculated at 31,474, which is higher than the F in the table, this shows that this system is very important to increase employee productivity. Research conducted by Putri and colleagues (2014) supports this finding by stating that e-performance encourages employees to be more disciplined in completing their work.

Employees who understand how to use e-performance tend to be more productive, as the system allows them to monitor task progress in real time. According to an article written by Sari (2019), the use of e-performance not only helps in planning tasks, but also improves work efficiency with better time management.

e-Performance System and Its Benefits The e-Performance system provides many advantages for civil servant performance management, ranging from saving time and costs to improving accuracy and clarity. However, the implementation of this system also has some challenges, such as the need for powerful technology and possible problems with data security. For the implementation of the e-Performance system to be successful, the government must invest money in technology, train employees, and strengthen data protection. In this way, this system can be a useful tool to support changes in administration in Indonesia.

Effectiveness of the e-Performance System The e-Performance system has proven to be useful in improving the clarity, efficiency, and discipline of employees. However, to ensure that this system runs properly, there needs to be a solution to the problems that arise, such as improving technology training for employees and improving the existing network. With these steps, e-Performance can become a more reliable tool to manage employee performance in a more modern way.

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6. CONCLUSION

Based on data analysis, the following conclusions can be drawn:

1. The leadership style does not have a significant impact on the performance of employees at the South Sumatra Provincial Education Office. Based on a partial test (t-test), the significant value of 0.679 is greater than 0.05, which shows that the employee's performance is not influenced by the leadership style of the superior.

2. E-Performance has a positive influence on the performance of employees at the South Sumatra Provincial Education Office. Based on the partial test (t-test), the significant value is higher than the probability value, which is 0.000 greater than 0.05.

3. The results of the test on the variables of leadership style and E-Performance on employee performance showed a significant value of 0.000, which was less than 0.05. Thus, it can be concluded that the leadership style and the implementation of E-Performance simultaneously have a positive influence on the performance of employees at the South Sumatra Provincial Education Office.

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