



The Effect of Behavior (Style) Leadership and Model of Communication towards the Performance of Village Officials with Quality of Service as a Variable of Mediation

(Studies in Barangka District, West Muna Regency)

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ABSTRACT

The village government is a lower level public organization that has a direct relationship with the community. Efforts to improve public services are sometimes confronted with leadership styles or poor communication models that have implications for the quality of service and the performance of the village government itself. The purpose of the study was to analyze the influence of leadership style and communication models on the performance of village officials in Barangka District, West Muna Regency, which was mediated by service quality. The type of research there is quantitative research. Respondents were 100 people who were determined by random sampling stratification techniques. Data were analyzed using smartPLS version 3.2.4. The results of the analysis showed that the leadership style had a positive and significant effect on performance, where the values obtained were 0.4312 and t-statistics 3.5904 (t-statistics greater than t table 1.985). Communication model has a positive and significant effect on performance, where the value obtained is 0.3004 and t-statistic 3.374 (t-statistic is greater than t table 1.985). Service quality has no effect (-) and is significant on performance where the value of analysis obtained is 0.2003 and t-statistic 1.8159 (t-statistic is smaller than t table 1.985). Leadership style has a positive and significant effect on service quality, where the value of the test results is 0.5579 and t-statistic 6.4503 (t-statistic is greater than t table 1.985). Communication model has a positive and significant effect on service quality; where the value of the test results is 0.368 and t-statistic is 3.8599 (t-statistic is greater than t table 1.985). The quality of public services acts as a mediating influence between leadership style on performance as the test results obtained a t value of 3.109 is greater than the value of t table 1.985 so that the relationship is positive and significant. Quality of Public Service acts as a mediating effect between the communication model on performance as the test results obtained a t value of 2.64 greater than the value of t table 1.985 so that the relationship is positive and significant.

Keywords: Leadership Style, Communication, Service and Performance

I. INTRODUCTION

Village government is a lower-level public organization that has a direct relationship with the community. Efforts to improve public services are sometimes faced with a leadership style or a communication model that is not good enough that it can replicate the quality of service, which in turn has an impact on the performance of the village government itself.

As a public organization, the success of implementing government performance, one of the key factors is leadership style. Khan, et, al (2012) stated that the main factor that determines organizational success is the manager's leadership style. In a leader, he must have the ability to direct and influence subordinates by making them (subordinates) more satisfied and having a sense of commitment in increasing work productivity. As stated by Mosadeghrad (2003) the ability of a leader is to have the potential to influence his subordinates by making them more satisfied, committed and in return increasing productivity.

The relationship between leadership style and performance has been proven in various studies. Khan, et, al (2012) and Maulizar et.al. (2012) in their study showed a significant relationship between leadership and organizational performance. Furthermore, Handayani (2010) and Rathore et.al (2017) in their research concluded that leadership is significantly related to employee performance.

However, leadership does not always have a positive relationship with performance. Handoyo, et.al (2015) in their research stated that the effect of leadership style on employee performance was not significant. Walumba and

Hartnell (2011) also observed that leadership does not positively affect employee performance. Based on the research findings, the leadership style is not sufficient in improving performance, but must be supported by other variables. one of them is the communication model.

The role of communication in effective and efficient organizational performance, management (leadership) must embrace, explain clarity of ideas, understand the physical and human environment when communicating; the purpose of communication must be clear, consultation (from top to bottom and from bottom to top), messages must be implicit and explicit.

As theoretical support, the results of previous research conducted by Hadiwijaya (2018) show that communication variables have a positive and significant effect on performance. Meitha and Sasmito (2016) in their research stated that good leadership can encourage the creation of harmonious communication with subordinates and can increase disciplinary behavior in carrying out their respective duties.

It's just that in several studies it shows that the communication variable is not directly positively related to performance so that mediation is necessary (Neves and Eisenberger, 2012). Related to that, this study looks at the service quality factor as an intermediary (mediation) between the two variables. In the sense that there is an attachment between leadership styles and communication models, namely creating service quality. This is because one of the indicators used to measure service quality is the communication model. Thus, in this study, the service quality variable is used as a mediating variable between leadership style and communication models in improving performance.

Various studies state that service quality is a contributing factor (indirectly) that plays a positive role in improving performance. Hadiwijaya (2018) and Meitha and Sasmito (2016) in their research show that communication and service quality have a positive and significant effect on performance. The research shows that service quality directly has a positive but not significant effect on service quality, and communication (X1) directly has a positive but insignificant effect on service satisfaction (Y2) (Ismail et al, 2019).

Thus, empirically from various studies it turns out that the results are quite diverse and contradictory (gap) so that it is an interesting thing to do research to provide clarity of the relationship and influence between these variables (Village Head Leadership Style, Quality of Public Service and Communication on Performance) either directly or indirectly (mediation).

The research objective was to analyze the influence of leadership behavior (style) and communication models on the performance of village officials in Barangka District, West Muna Regency, which is mediated by service quality.

II. LITERATURE REVIEW

2.1. Leadership Style

The leadership style basically contains the meaning as a manifestation of the behavior of a leader concerning his ability to lead. The embodiment usually forms a certain pattern or shape. This definition of leadership style is in accordance with the opinion expressed by Davis and Warther (1998) which states that the overall pattern of actions of the leader is as perceived or referred to by subordinates. Leadership style is a pattern of behavior designed to integrate organizational goals with individual goals to achieve certain goals (Heidjrachman and Husnan, 2000: 224).

Thoha (2003: 122) states that leadership style is a method used by leaders to influence the behavior of others. Every leader has a leadership style, there are times when the leader does not give his subordinates the opportunity to ask questions or ask for an explanation and there are times when the leader gives the subordinates the opportunity to discuss, ask questions and sometimes the leader leaves the conditions up to his subordinates (Luthans, 2002: 577).

The leadership itself has five functions, including the following (Siagian, 1994): 1).The leader as the determinant of the direction to be taken in an effort to achieve goals (direction); 2).Representatives and spokespersons for the organization in relation to parties outside the organization (relationship); 3).The leader as an effective communicator (influence); 4).A reliable mediator, especially in internal relations, especially in handling conflict situations (control); and 5). The leader as an integrator who is effective, rational, objective and neutral (exemplary)

2.2. Communication

The term communication comes from Latin, namely communis, which means "the same". Communico, communication or communicate means to make the same (make to common). So, communication can occur if there is a common understanding between the messenger and the recipient of the message.

Compiled from Cangara (2011), Mulyana (2010), and Kriyantono (2006), that there are several elements of communication, including the five elements above, coupled with feedback and the environment: 1). Source, all communication events will involve the source as a maker or sender of information. The source is often called the sender, communicator, or in English it is called the source, sender or encoder; 2). Message, the message referred to in the communication process is something that is conveyed by the sender to the recipient. The content can be in the form of science, entertainment, information, advice, or propaganda (message, content, or information); 3). Media, is a tool used to transfer messages from the source to the recipient (senses, telephone, letter, telegram, print media and electronic media, or multimedia); 4). Recipient is the party that is the target of the message sent by the source. The recipient can consist of one or more people; it can be in the form of a group, party, or country. The receiver is usually called the audience, target, communicant (audience or receiver); 5). Influence, influence or effect is the difference between what the recipient thinks, feels, and does before and after receiving the message. This influence can occur on

a person's knowledge, attitude and behavior. Thus, influence can also be interpreted as a change or strengthening of belief in a person's knowledge, attitudes, and actions as a result of receiving messages; 6).Feedback. According to Porter and Samovar, feedback is information available to sources that allows them to assess the effectiveness of their communication. Some people think that feedback is actually a form of influence that comes from the recipient. However, actually feedback can also come from other elements, such as messages and media, even though the message has not yet arrived at the recipient; and 7).Environment. Environment or situation is certain factors that can affect the course of communication. This factor can be classified into four types, namely the physical environment, the socio-cultural environment, the psychological environment, and the time dimension.

2.3. Quality of Service

The word quality contains many definitions and meanings because different people will interpret it differently, such as compliance with requirements or demands, suitability for continuous repair use, freedom from damage or defects, meeting customer needs, doing everything happy.

In the perspective of TQM (Total Quality Management) quality is seen broadly, namely not only the aspect of the results that is emphasized, but also includes the process, environment and people. This is clearly seen in the definition formulated by Goeth and Davis quoted by Tjiptono (2012: 51) that quality is a dynamic condition related to products, services, people, processes, and the environment that meet or exceed expectations. On the other hand, the definitions of quality vary from controversial to more strategic.

The characteristics of good service in measuring service quality are formulated as follows: a) appearance, b) on time and on promise, c) willingness to serve, d) knowledge and expertise, e) politeness and hospitality, f) honesty and trust, g) Legal certainty, h) Openness, i) Efficient, j) Cost, and k) Simplicity (Kasmir, 2005).

2.4. Performance

The word performance is a translation from English, performance. The meaning of performance actually comes from the words job performance and is also called actual performance or work performance or actual achievement that has been achieved by an employee (Moehariono, 2012). Performance is the work achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities in order to achieve the goals of the organization concerned legally, does not violate the law and is in accordance with morals and ethics (Nawawi, 2013).

In Indonesian, the term performance is defined as an expression of ability based on knowledge, attitudes, and skills in producing something. The concept of performance is an abbreviation of work energy kinetics, whose equivalent in English is performance. Performance is the output produced by functions or indicators of a job or profession within a certain time (Wirawan, 2009).

According to Mathis and Jackson (2006: 378), it defines that employee performance is the result of work done and not done by employees. Employee performance as expressions such as output, work efficiency and effectiveness are often associated with productivity. Employee performance is the result of work in quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him Mangkunegara (2012).

Six primary criteria that can be used to measure employee performance, namely Ruky (2002: 340): 1) Quality, is the extent to which the process or results of the work are close to perfection or close to the expected goals; 2) Quantity, is the amount produced, for example the amount of rupiah, the number of units or the number of activity cycles completed; 3) Timeliness, is the length of time an activity is completed at the desired time, by taking into account the number of other outputs and the time available for other activities; 4) Cost effectiveness, the amount of use of organizational resources in order to achieve maximum results or reduce losses in each unit of resource use; 5) Need for supervision, the ability of employees to be able to carry out job functions without requiring supervision of a supervisor to prevent unwanted actions; and 6) Interpersonal impact, the ability of an employee to maintain self-esteem, good name and the ability to work together among colleagues and subordinates.

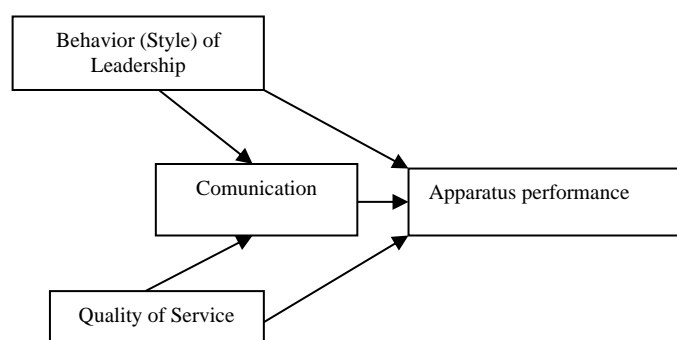


Figure 1 Conceptual Framework

Research hypothesis is: 1) Leadership style has a positive and significant effect on performance (H1); 2) The communication model has a positive and significant effect on performance (H2); 3) Service quality has a positive and significant effect on performance (H3); 4) Leadership style has a positive and significant effect on service quality (H4); 5) The communication model has a positive and significant effect on service quality (H5); 6) The quality of

public services plays a positive and significant role as a mediating influence between leadership style on performance (H6); and 7) The quality of public services plays a positive and significant role as a mediating influence between the communication model on performance (H7).

III. RESEARCH METHODS

The object of this research is village officials in Barangka District, West Muna Regency. This type of research is quantitative research. Respondents were 100 people who were determined by stratification random sampling technique.

Respondents' statements use a Likert scale from points 5,4,3,2 and 1, starting with the answers that most agree - strongly disagree. Data were analyzed using smartPLS version 3.2.4.

The variables in this study are performance of Village Government Officials (Y), with indicators: Behavior (leadership style) (X1); Communication (X2): Sources of information; Message; Communication media; Receiver of information; Influence or effect; Feedback; Environment or situation (Cangara, 2011 and Shonubi and Akintaro, 2016); and Quality of Service (X3/Z mediation).

IV. RESULTS AND DISCUSSION

The results of the analysis as before show that the variables of work discipline and training have a significant effect on teacher performance at SMP Negeri 1 Konawe Selatan. In addition, the level of closeness of the simultaneous relationship between work discipline and job training on performance has a strong relationship. This relationship can indicate that the variables of work discipline and training on performance have a strong relationship.

This phenomenon is also confirmed by the value of the coefficient of determination (R²) which has a good effect. This influence can indicate that the occurrence of performance can be explained by work discipline and work training. In other words, that the simultaneous direct effect of work discipline and training has a significant effect on employee performance has a good effect.

Thus, overall it can be concluded that empowerment of work discipline and training provided by teachers can have a strong and positive effect on employee performance. The theory stated by Hasibuan (2005) Discipline is the most important operational function of human resource management because the better the employee discipline the higher the performance achievement that can be achieved. Without good employee discipline, it is difficult for organizations to achieve optimal results.

4.1 Partial Influence

The Effect of Work Discipline on Performance

Discipline is defined when employees always come and go home on time, do all their work well, comply with all company regulations and prevailing social norms. In employee discipline, regulations and penalties are needed because regulations are needed to provide guidance and counseling for employees in creating good rules for the company. With good rules and regulations, morale, work morale, efficiency and work effectiveness of employees will increase.

The increase in teacher performance is said to be good, if most of the teachers obey the existing regulations. Punishment is needed in increasing discipline and educating employees to obey all school rules. Sanctions must be fair and firm to all teachers. With fairness and decisiveness, the goal of sanctioning is achieved. Regulations without being balanced with strict penalties for violations are not an educational tool for teachers. Without the support of good teacher discipline, it is difficult for schools to achieve their goals

In an effort to improve teacher performance, one way that can be done is by paying attention to teacher work discipline. Someone will carry out their duties properly and with a full sense of responsibility if the teacher has high work discipline. In order to always strive to maintain a high work discipline, regulations and penalties are needed in the school. Work discipline is one of the requirements to be able to help teachers work productively which will help improve their performance. Work discipline can be realized if a person is aware or has a willingness to carry out school duties and regulations, such as attendance relating to the presence of teachers in school to teach and being able to use and use equipment properly. Work discipline can also be seen from the attitude of teachers who comply with the prevailing norms about what schools can and cannot be done by teachers while in school and as a reference in attitude, such as complying with the rules determined by the school and following the methods of pursuing determined by the school. . Responsibility is also an indicator of work discipline. A responsible teacher will be able to carry out duties and regulations in school, be able to complete work at the specified time, so that teacher performance can be achieved.

Based on the research results, it can be explained that work discipline has a positive but significant effect, which means that the work discipline at SMP Negeri 1 Konawe Selatan. has a contribution to teacher performance and work discipline has a significant influence on teacher performance at SMP Negeri 1 Konawe Selatan. The positive relationship of work discipline on performance is based on teacher perceptions. This reason is reinforced by the theory of Hasibuan (2004) which argues that discipline is the awareness and willingness of a person to obey all company regulations and prevailing social norms.

The results of this study are in line with research conducted by Pujiyanti & Isroah (2012) which states that work discipline has a positive and significant effect on performance. Work discipline is the ability of employees to work regularly, persistently and work in accordance with applicable regulations without violating predetermined

rules. Discipline is defined as a state of order in which the people who are members of the organization are happy to obey the existing rules. It can be concluded that work discipline is an orderly situation where a person or group of people who are members of the organization wishes to obey and carry out the organizational or company regulations, both written and unwritten. Good discipline reflects a person's sense of responsibility for the tasks assigned to him. This encourages work passion, morale and the realization of organizational goals.

Furthermore, the theory stated by Muchadarsyah Sinungan, 1995 states that attendance is the collection of employee attendance data which is also a tool to see the extent to which the employee complies with the applicable regulations in the company, attitudes and behavior are the level of adjustment of an employee in carrying out all the duties of his superior and responsibility is the result or consequence of an employee for the tasks assigned to him.

Effect of training on performance

Based on the results of the study, it can be explained that training has an effect on performance, on the contrary, if training decreases, teacher performance decreases. The results of this study are in line with the theory put forward by Simmamora and Henry (2004: 274) training is an activity to improve the work ability of employees in relation to economic activities that can help employees understand practical knowledge and its application in order to improve skills, skills, and The attitudes needed by the organization in achieving its goals are also adjusted to the work guidance to be carried out by an employee / teacher.

Hasibuan (2006) states that training is intended to improve the mastery of various skills and techniques for certain, detailed and routine work implementation. Prepare employees to do jobs now. Development is an effort to improve the technical, theoretical, conceptual and moral abilities of employees in accordance with the needs of the job / position through education and training.

Good training brings benefits such as increasing employees' knowledge of culture and external competitors, helping teachers who have the skills to work with new technologies, helping teachers to understand how to work effectively in teams to produce quality services and products, providing ways - a new way of teaching for teachers to contribute to education when their work and interests change or when their skills become absolute, preparing teachers to accept and work more effectively with each other

The results of this study are in accordance with the results of research conducted by Leonardo Agusta (2013) entitled "the effect of training and work motivation on employee performance at CV Haragon Surabaya", the results show that training has a positive and significant effect (X1) on performance (Y).

V. CONCLUSIONS AND SUGGESTIONS

5.1 Conclusion

Based on the results of research and data analysis obtained on discipline, training and teacher performance at SMP Negeri 1 Konawe Selatan a are:

1. Discipline can have a positive and significant effect on teacher performance at SMP Negeri 1 Konawe Selatan.
2. Training can have a positive and significant effect on teacher performance at SMP Negeri 1 Konawe Selatan.
3. Discipline and training together have a positive and significant effect on teacher performance at SMP Negeri 1 Konawe Selatan.

5.2 Suggestion

Some suggestions that may be put forward for consideration include:

1. SMP Negeri 1 Konawe Selatan must further improve work discipline by obeying all regulatory provisions and not misusing authority in order to increase and have an impact on performance.
2. Based on the results of research that work discipline and training have a positive effect on performance, therefore it is hoped that in the future the agency will pay more attention to work discipline and training provided to employees, through obeying the provisions of working hours and establishing relationships with superiors.

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