ENHANCES EMPLOYEE PERFORMANCE BASED ON LEADERSHIP FACTORS, INTERNAL MONITORING AND EMPLOYEE COMMITMENT ON SOUTH NIAS DISTRICT

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ABSTRACT

The purpose of this study was to determine and analyze the Factors Analysis of Leadership, Internal Control, and Employee Commitment that Affect the Performance of South Nias District Health Office Employees. The population in this study were all company employees in the South Nias District Health Office. Based on the saturated sample method, 56 employees were found as samples. The data analysis technique uses the Partial Least Square (PLS) approach. PLS is a component- or variant-based Structural Equation Model (SEM).The results of the analysis show that leadership on employee performance has a negative effect with an original sample value of -0.094, but the influence of the two variables is considered insignificant because the statistical T value is smaller than the T-table (0.669<1.67) or it can be said that the hypothesis is rejected. Internal Monitoring of Employee Performance Has a Positive Influence with an Original Sample Value of 0.247 But the Effect of the Two Variables Is Considered Not Significant Because The T Statistical Value Is Smaller Than The T-Table (1.551 <1.67) Or It Can Be Said The Hypothesis Is Rejected. Employee Commitment To Employee Performance Has A Positive Influence With The Original Sample Value Of 2.896 But The Influence Of The Two Variables Is Considered Significant Because The Statistical T Value Is Smaller Than T-Table (2,896> 1.67) Or It Can Be Said The Hypothesis Is Accepted

Keywords: Leadership; Internal monitoring; Employee commitment; and performance.

INTRODUCTION.

Human resource issues are still in the spotlight for government agencies to survive in the era of globalization. The achievement of organizational goals is influenced by the performance of the employees themselves. Employee performance in an agency is one of the factors expected to be able to support the achievement of the agency's goals (Akbar, 2018). Employees who have poor performance will become a burden to the agency in developing and maintaining the viability of the agency. Several previous studies have shown that performance is part of survival for agencies.

Performance can be influenced by internal factors, such as employee performance which influences service quality. Unfulfilled needs, desires, and expectations, as well as a poor work environment, can reduce motivation which results in weak employee performance. In carrying

out its duties, the Health Service is supported by the performance of its professional employees, integrity, high commitment, adequate skills, and good morals.

Quality health services are one of the basic needs that everyone needs today where technology is advancing, the environment is changing rapidly and knowledge is developing very quickly, an integrated service quality approach that is oriented towards patient satisfaction should be the main strategy for health organizations in Indonesia.

The Health Service as a health service centre has two functions, namely the public service function and the clinical or medical service function. Indications of service quality at the Health Office can be reflected in patient perceptions of the health services received. From this perception, patients can provide an assessment of service quality. The health services provided by the Health Office are comprehensive services which include curative (medication), preventive (prevention), and promotive (health improvement and rehabilitative) services. These services are addressed to all residents regardless of gender, group and age, from conception in the womb to death, (Effendi, 2017).

To achieve the required employee performance, a leader or manager is required to be able to carry out human resource management effectively and efficiently to realize/create leadership, and good and conductive organizational commitment.

In this regard, data/facts were found that there are performance indicators for the Health Service which are performance indicators as a basis for carrying out the duties and functions of leaders and employees facing future problems and challenges that are contrary to the vision and mission of the South Nias government which is oriented towards service outputs that must be achieved, such as employee indiscipline towards working hours, tasks and responsibilities that are still lacking, services that are not optimal, and activity programs that have not gone well. And another fact that the writer found was that the leadership task at the Health Office lacked internal control over its employees.

Leadership is a process that influences what a person does in managing his group members to achieve organizational goals, leadership is a form of strategy or theory of leadership that is of course carried out by people we can call leaders. To support the change and development of the organization, it is necessary to have changes from each individual, both from the lowest level and from the highest level within the organizational environment. In this case, the leader at the highest level in the organization must be an example of change for the better. Therefore, organizations need leaders who can act as movers and motivators who encourage organizational change and development (Irvan Maulana, Rita Rahmawati, 2017).

Internal control is a comprehensive effort in building a government internal control system through the development of good management culture and ethics, risk analysis, and management. Internal supervision aims to assess the management control system, efficiency, and effectiveness of the implementation of main tasks and functions as well as compliance with laws and regulations to improve or increase the performance of the Health Service, And of course, the

Health Service requires organizational/employee commitment in carrying out these activities and how influencing organizational performance.

Employee commitment to the organization is more than just a level of loyalty to the organization where they work where members of the organization express concern for the success and welfare of the organization. Commitment is a daily manifestation of the values and traditions that exist within the organization. This can be seen in the behavior of employees, their expectations of the organization and colleagues, as well as the conditions that are said to be normal that are shown by employees when they carry out their duties, and manifestations in activities, so organizational commitment is an important component in the success of organizational/employee performance because the driving element is for someone to do the work alone or in groups.

METHOD.
2.1.Research type and design

Quantitative research is systematic scientific research on parts and phenomena and their relationships. The purpose of quantitative research is to develop and use mathematical models, theories and/or hypotheses related to natural phenomena. The measurement process is a crucial part of quantitative research. This provides an overview or answer to the fundamental relationship of the quantitative relationship (Siyoto, 2016). The research is located at the South Nias District Health Office and research time November-December 2022.

2.2.Population and Research Sample

The first step in data collection and data analysis in a study is determining the population. According to (Sugiyono, 2017) population is a generalized area consisting of objects/subjects that have certain qualities and characteristics that are set to be studied and then conclusions drawn. Population is related to data, people or things. The population in this study were all employees of the South Nias District Health Office, totaling 56 people.

According to (Arikunto, 2017) the sample is part of the number and characteristics possessed by the population and says that if the subject is less than 100, then the entire population becomes a research sample. So the researchers concluded that the population made up all the samples.

The type of data used in this study is primary data, according to Wardiyanta in (Sugiarto, 2017), primary data is information obtained from sources of information from respondents through questionnaire distribution.

The data collection technique in this study was a questionnaire technique which was given to employees of the South Nias District Health Office. This data is directly from the respondents and collected through filling out a questionnaire (questionnaire).
The results of the validity test are presented in the table below:

1. Leadership Variables

Table 1. The results of the leadership variable validity test

Question Items	R_count value	r_Table value	Information
Question 1	0.593	0.444	Valid
Question 2	0.610	0.444	Valid
Question 3	0.599	0.444	Valid
Question 4	0.578	0.444	Valid
Question 5	0.708	0.444	Valid
Question 6	0.540	0.444	Valid
Question 7	0.612	0.444	Valid
Question 8	0.554	0.444	Valid
Question 9	0.601	0.444	Valid
Question 10	0.636	0.444	Valid
Question 11	0.803	0.444	Valid
Question 12	0.827	0.444	Valid

The results of the validity test showed that of the 12 questions that were tested for validity, all questions were declared valid because rcount > rtable (0.444).

2. Internal Control Variables

Table 2. Internal control validity test results

Question Items	R_count value	r_Table value	Information
Question 1	0.783	0.444	Valid
Question 2	0.690	0.444	Valid
Question 3	0.503	0.444	Valid
Question 4	0.873	0.444	Valid
Question 5	0.862	0.444	Valid
Question 6	0.730	0.444	Valid
Question 7	0.591	0.444	Valid
Question 8	0.403	0.444	Valid
Question 9	0.695	0.444	Valid
Question 10	0.592	0.444	Valid
Question 11	0.576	0.444	Valid
Question 12	0.116	0.444	Valid
Question 13	0.820	0.444	Valid

The results of the validity test showed that of the 13 questions that were tested for validity, all questions were declared valid because rcount > rtable (0.444).

3. Employee Commitment Variable

Table 3. Results of validity test of Employee Commitment

Question Items	R_count value	r_Table value	Information
Question 1	0.520	0.444	Valid
Question 2	0.880	0.444	Valid
Question 3	0.671	0.444	Valid
Question 4	0.739	0.444	Valid
Question 5	0.530	0.444	Valid
Question 6	0.761	0.444	Valid
Question 7	0.501	0.444	Valid
Question 8	0.880	0.444	Valid
Question 9	0.546	0.444	Valid
Question 10	0.596	0.444	Valid
Question 11	0.541	0.444	Valid
Question 12	0.602	0.444	Valid

The results of the validity test showed that of the 13 questions that were tested for validity, all questions were declared valid because rcount > rtable (0.444).

4. Employee Performance Variables

Table 4. Employee Performance validity test results

Question Items	R_count value	r_Table value	Information
Question 1	0.979	0.444	Valid
Question 2	0.977	0.444	Valid
Question 3	0.936	0.444	Valid
Question 4	0.996	0.444	Valid
Question 5	0.998	0.444	Valid
Question 6	0.994	0.444	Valid
Question 7	0.961	0.444	Valid
Question 8	0.874	0.444	Valid
Question 9	0.830	0.444	Valid
Question 10	0.569	0.444	Valid
Question 11	0.682	0.444	Valid
Question 12	0.800	0.444	Valid
Question 13	0.710	0.444	Valid
Question 14	0.680	0.444	Valid
Question 15	0.902	0.444	Valid

The results of the validity test showed that of the 15 questions that were tested for validity, all questions were declared valid because rcount > rtable (0.444).

RESULT.

3.1. Description of Research Locations

South Nias is is Regency in Island Nias,North Sumatra, Indonesia. based on dataCentral Agency Statistics South Nias in 2022, the population of this district is 360,531 people (2020), with a population density of 145 people/km2.Capital South Nias is a DistrictDeep Bay.

South Nias was formerly part of Nias Regency. Autonomous status acquired inFebruary 25th 2003 and was inaugurated on July 28, 2003. This regency consists of 104 large and small island groups. The islands are located parallel to the island of Sumatra. The islands are approximately 60 kilometers long and 40 kilometers wide.

North Sumatra is the agency responsible for health. The South Nias District Health Office has the task of formulating policies in the health sector, implementing health sector policies, carrying out evaluations and reporting in the health sector, carrying out administration of the Health Office, and carrying out other functions related to health affairs.

Table 5. Characteristics of employees based on gender at the South Nias District Health Office in 2023

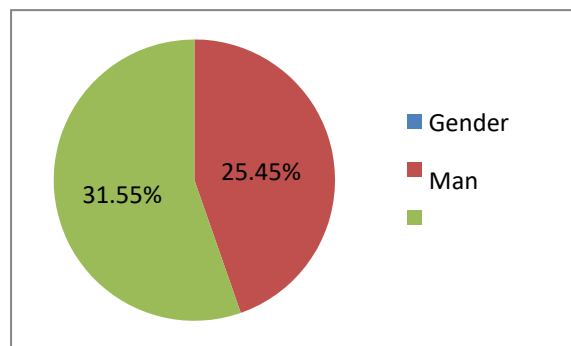| Gender	Number of Respondents	Percentage
Man	25	45%
Woman	31	54%
Total	56	100%

Figure 1. Percentage of Respondent Characteristics based on gender

Based on the data table 4.1 and figure 4.1, it was found that there were 25 male employees (45%) respondents and 31 female employees (54%). The Health Service does not

have specific criteria for holding a position in the Service but it is determined by the class of each employee.

Table 6. Characteristics of employees based on age at the South Nias District Health Office in 2023

Age	Number of Respondents	Percentage
≤ 23 years old	5	9 %
25-30 Years	26	46%
31-40 Years	21	38%
41-52 Years	4	7 %
Total	**56**	**100%**
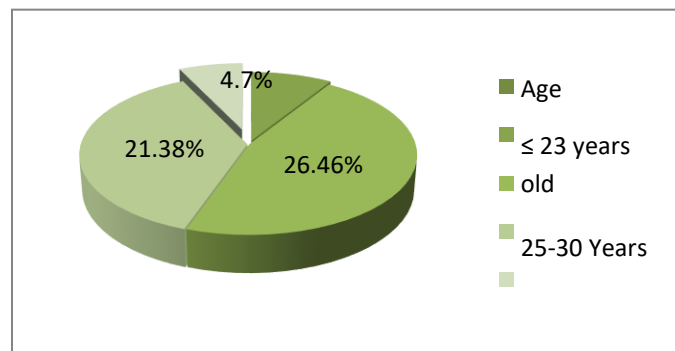
Figure 2. Percentage **of Respondent Characteristics based on gender**

Based on table 4.2 and figure 4.2, it is presented that the majority of employees are aged 25-30 years as many as 26 respondents (46%), while the largest age is 41-52 respondents with a total of 4 respondents (7%). This shows that most of the respondents are on average young and productive, in this age range, young employees are enthusiastic at work, but at the same time there is a lot of possibility for them to move to a different office to look for a better one, so it is up to the Department regarding how to improve performance. Better of course needed a reliable leadership.

Table 7. Characteristics of employees based on education level at the South Nias District Health Office in 2023

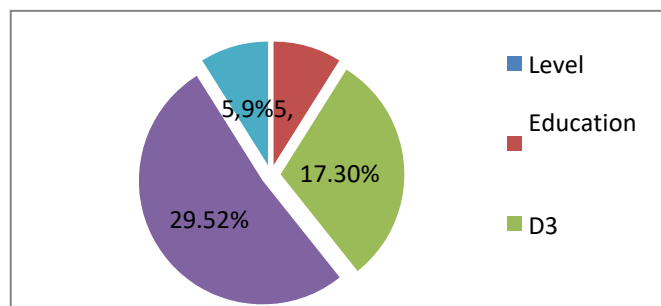| Age	Number of Respondents	Percentage
SENIOR HIGH SCHOOL	5	9%
D3	17	30 %
S1	29	52%
S2	5	9%
Total	**56**	**100%**

Figure 3. **Percentage of Respondent Characteristics based on gender**

From Table 4.3 and Figure 4.3, it was found that the most dominant education level was at the Bachelor's level education (S1) with 29 respondents (52%), and followed by Diploma education level (D3) with 17 respondents (30%), while employees with education level the smallest is at the level of Masters (S2) education as many as 5 respondents (9%) and high school totaling 5 respondents (9%). The presentation of this information can explain that the undergraduate education level has the biggest presentation because they are placed in the general and analysis sections in the health sector.

Table 8. Characteristics of employees based on tenure at the South Nias District Health Office in 2023

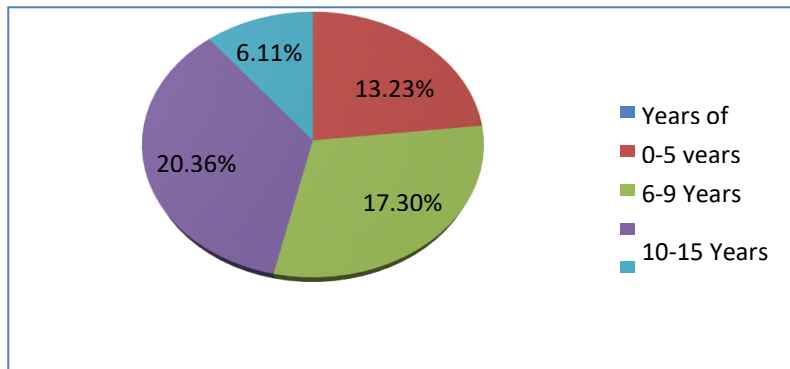| Length of working	Number of Respondents	Percentage
0-5 Years	13	23%
6-9 Years	17	30%
10-15 Years	20	36%
16-28 Years	6	11%
Total	56	100%

Figure 4. **Percentage of Respondents' Characteristics based on Years of Service**

Based on the data in table 4.4 and Figure 4.4, it was found that the most dominant length of service was in the 10-15 year range, namely 20 respondents (36%), while the lowest length of service group was in the 10-15 year range with a total of 6 respondents (11%). This might happen because of the long working period. While 0-5 years as many as 13 respondents (23%) are still new employees who have just entered and have worked for 6-9 years as many as 17 respondents (30%).

3.2. Bivariate Analysis

Bivariate analysis was used to analyze the influence between variables. Bivariate analysis in this study used chi-square with $\alpha = 0.05$. In the research analysis used, namely the SEM-PLS analysis was carried out in two analyses, namely the analysis of the measurement model (outer model) and the analysis of the structural model (inner model).

The processing of this research data uses the SEM-PLS Smart PLS 3.0 application. the data that has been filled in by the respondent is put together in one data tabulation of the CSV (Comma Separated Values) type. This data processing determines the shape of the model, the loading factor, the significance of each latent variable. This data processing is carried out by running the data repeatedly so that the validity and reliability values are fulfilled. There is 3 measurement criteria for assessing the outer model, namely by *Convergent Validity, Discriminate Validity and Composite Validity.*

*Convergent Validity*with reflective indicators can be seen from the correlation of indicators with the construction value. An indicator with a liadong factor is said to be valid/reliable if it has above 0.7, however, the initial research stage of developing a measurement scale for a loading value of 0.5 is sufficient (Ghozali, 2014), if the resulting value is not > 0.5, then the indicator declared invalid and the indicator is removed and the data processing is carried out again (running model). From the results of the PLS SEM data, the modeling is generated as follows
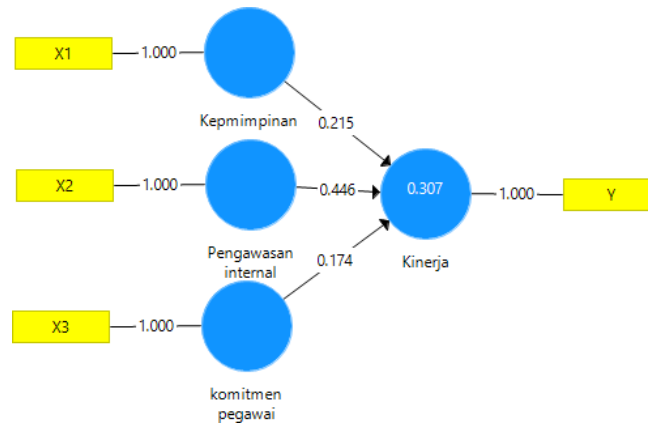
Figure 5. SEM-PLS data processing result diagram

Table 9. Outer Loading Value in SEM-PLS data processing

	leadership	Employee Commitment	Internal monitoring	Performance
X 1	**1,000**			
X 2			**1,000**	
X 3		**1,000**		
Y				**1,000**

From the results of processing the SEM-PLS data in Figure 4.5 and Table 4.5 above, it is found that each indicator is valid with a factor loading value of less than 0.5%. In addition to evaluating the Laoding factor value, construct validity can also see the AVE (Average Variance Extracted) value where the AVE value is able to indicate the value of the latent variable in representing the original data score. The greater the AVE value, the higher the ability to explain the value of indicators that measure latent variables. The AVE cut-off value used is 0.1 where the minimum AVE value is 0.50 indicating a good measure of convergent validity has meaning the probability of an indicator in a construct entering another variable is

lower (less than 0.50) so that the probability of the indicator converges and enters a construct whose value in the block is greater than 50%. convergent validity value.
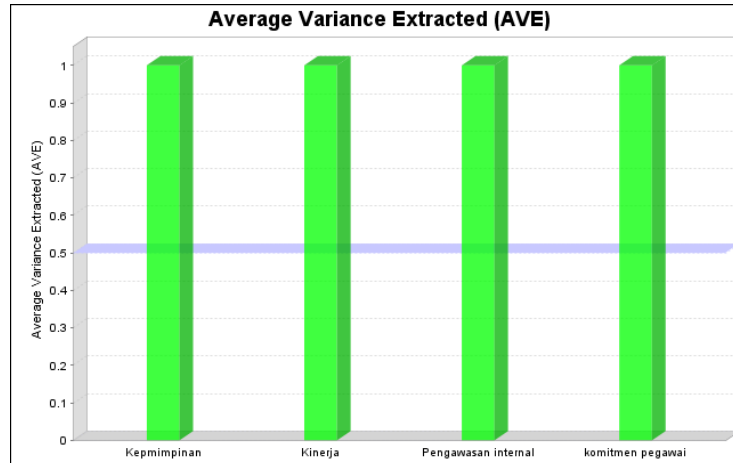

Figure 6. Graph of AVE values in SEM-PLS data processing Table 4.7
AVE values in SEM-PLS data processing

3.3. Hypothesis Testing

Testing the hypothesis between constructs, namely exogenous constructs on endogenous constructs and endogenous constructs on endogenous constructs, was carried out using the bootstrap resampling method developed by Geisser (Ghozali, 2014: p. 25). The test statistic used is the t statistic or t test, the application of the resampling method allows the data to be freely distributed, does not require the assumption of normal distribution, and does not require a large sample. Hypothesis testing uses full model Structural Equation Modeling (SEM) analysis with smartPLS. In the full SEM model with PLS in addition to predicting the model, it also explains whether or not there is a relationship between latent variables. The relationship from path analysis of all latent variables in PLS in this study is as follows: 1. Outer model that specifies the relationship between indicators and latent variables. 2. The inner model specifies the relationship between latent variables. 3. Weight relation in which case values of latent variables can be estimated. Decision making on the acceptance of the hypothesis in this study was carried out with the provision that the one tail test t-table value determined in this study was 1.67 for a significance of 0.05. Furthermore, the t-table value is used as a cut-off value for acceptance or rejection of the proposed hypothesis: 1) The outer weight value of each indicator and its significance value.

The recommended weight value is above and the t-statistic is above the t-table value of 1.645 for α = 0.05 in the one tailed test. 2) View the value Decision making on the acceptance of the hypothesis in this study was carried out with the provision that the one tail test t-table value determined in this study was 1.67 for a significance of 0.05. Furthermore, the t-table value is used as a cut-off value for acceptance or rejection of the proposed hypothesis: 1) The outer weight value of each indicator and its significance value. The recommended weight value is above and the t-statistic is above the t-table value of 1.645 for α = 0.05 in the one tailed test. 2) View the value Decision making on the acceptance of the hypothesis in this study was carried out with the provision that the one tail test t-table value determined in this study was 1.67 for a significance of 0.05.

CONCLUSION.

Based on the results of research and discussion obtained as follows:

1. leadership on employee performance has a negative effect with an original sample value of -0.094 but the influence of these two variables is considered insignificant because the t statistic value is smaller than t-table (0.669<1.67) or it can be said hypothesis rejected.

2. Internal control on employee performance has a positive effect with an original sample value of 0.247 but the effect of these two variables is considered insignificant because the statistical t value is smaller than the t-table (1.551 <1.67) or it can be said that the hypothesis is rejected.

3. Employee commitment to employee performance has a positive effect with an original sample value of 2.896 but the effect of these two variables is considered significant because the t statistic value is smaller than t-table (2.896> 1.67) or it can be said hypothesis accepted

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