



THE EFFECT OF LEADERSHIP STYLE AND WORK ABILITY OF EMPLOYEES ON EMPLOYEE WORK PRODUCTIVITY IN COMMUNITY SERVICES IN SIMPANG FOUR DISTRICT, TANAH BUMBU REGENCY

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Abstract

The purpose of the study was to find out the effect of the sub-district leadership style on employee work productivity in community services in Simpang Empat District, Tanah Bumbu Regency. The effect of employee work ability on employee work productivity in community services in Tanah Bumbu District. The influence of leadership style and employee work ability on employee work productivity in community service in Tanah Bumbu District. Quantitative approach with causal design. The population of this research is people who carry out service management in Simpang Empat Subdistrict, Tanah Bumbu Regency from January 2021, totaling 320 people with the sampling technique is accidental sampling with a total sample of 178 people. The research instrument used a questionnaire. While the data processing techniques used are validity test, reliability test, classical assumption test and multiple regression analysis. To facilitate data processing, the assistance of the Statistical Package for the Social Sciences (SPSS) 20 for Windows computer application was used. The results of this study indicate that there is a partial influence of the camat leadership style and employee abilities on the work productivity of employees in community services in the Tanah Bumbu District. There is a simultaneous influence of leadership style and work ability of employees on employee work productivity in community services in the Tanah Bumbu district as input for the Tanah Bumbu local government, especially in the sub-district in order to provide better services, especially those related to an employee's work productivity to be better. In addition, every employee needs to improve the way the organization works through understanding the vision and mission of the organization in order to create a good bureaucracy at work.

Keywords: Leadership Style, Employee Work Ability, Work Productivity.

INTRODUCTION

As the head of the sub-district government, he will be very influential in realizing, directing goals so that they run effectively and efficiently in the implementation of services to the community. According to Susanto and Koesnadi (2003), a leader is a person who is determined to bring the organization to achieve its goals through a mechanism that is felt to be the most effective and according to Kartini Kartono (2005), a leader means a person who has skills and advantages, especially skills and strengths in one area. field so that he is able to influence a person or group to jointly carry out certain activities for the achievement of a purpose or goal to run effectively and efficiently. In accordance with the Regulation of the Minister of Home Affairs No. 6 of 2007 concerning Technical Guidelines for the Preparation and Stipulation of Minimum Service Standards that Mandatory Affairs are government affairs relating to the rights and basic services of citizens whose implementation is required by legislation to the regions for the protection of constitutional rights, interests national security, public welfare, as well as peace and public order in the context of maintaining the integrity of the Unitary State of the Republic of Indonesia.

Minimum service standards referred to are provisions on the type and quality of basic services which are mandatory regional affairs that every citizen has the right to obtain at a minimum in accordance with efforts to improve the ability of systems or facilities and infrastructure, institutions, personnel, and finances to carry out government functions in order to achieve basic service goals.

According to Robbins and Coulter (2002), there are three leadership styles, namely autocratic leadership style, democratic leadership style, and Laissez-Faire (Freedom) leadership style. Fatmasari (2012) states that democratic leadership is the most effective leadership style in situations where skilled and enthusiastic group members lead to higher productivity. According to Sirimasa et al. (2018), every leader in giving attention to fostering, mobilizing and directing all potential employees in their environment has a different pattern from one another. According to Karnita (2012), the difference is caused by the different leadership styles of each leader. According to Setiawan (2008); Muthowah (2019), a democratic leadership style is a leadership style that encourages members to determine their own policies, provide views on the steps and results obtained, give freedom to start tasks, develop initiatives, maintain extensive communication and interaction, and apply positive relationships. mutual support. According to Fadillah & Fatihudin (2015), democratic leaders can determine organizational patterns, communication channels, role structures in achieving organizational goals.

During an interview with an employee on November 13, 2020, the Camat in Simpang Empat Subdistrict, Tanah Bumbu Regency has so far been very authoritarian towards employees, namely usually making choices based on their own ideas and judgments and rarely receiving suggestions from the group. According to Nuntung (2018), the human resources of every organization must be renewed, in the sense of which ones are productive and which ones are unproductive to maximize the changing times or global challenges. According to Lestari (2015) organizational competition will be increasingly competitive every year, especially in terms of providing services to the community.

Then what influences the work productivity of sub-district employees in serving the making of licensing and non-licensing is the ability to work, the ability of employees through the opportunity to continue education and training, both organized by the government and self-help by the employee (Lustiadi, 2015; Pratiwi, 2016; Pianda, 2018). In an organization, management activities are important because they involve the use of human labor (employees) to achieve the

goals set in the organization concerned (Koesmono, 2005; Almasri, 2017; Ardian, 2019). The ability of employees has an important effect on the smooth achievement of organizational goals, including in the context of providing quality services (Setyaningsih & Rihandoyo, 2013; Dahlan et al., 2017; Safitri, 2019). Therefore, building excellent service must start from the development of the people who serve. Services at the sub-district office in making licensing and non-licensing throughout Tanah Bumbu Regency must be of high quality, so employees must really have human resources who have high abilities in providing services. That way people will get the satisfaction that is expected. They know what the community needs, so they know what to do in accordance with quality service standards.

Thus the work productivity of employees will change if there is a change in leadership and work motivation. So based on this research, it can be seen that there is an influence of authoritarian leadership on work productivity. So far, the leadership carried out by the current Camat in terms of leadership is still authoritarian towards employees and knows that they order employees to carry out their duties.

Research from Nurhasanah (2019), partial test results for the work skills variable have a significant influence on the work productivity of the Fishermen Association of Bugis Village, Tanjungpinang City. This research uses a quantitative approach with a causal method. This research uses a quantitative research type. test the hypothesis of this study. According to Maarif & Kartika (2021) the work skills of employees in carrying out tasks in an organization are very important. An employee who has better work skills will certainly understand better what to do when facing a problem that arises so that productivity can increase. Job Skills Indicators according to Ibrahim (2018) say skills are divided into 4 categories, namely: 1) Basic Literacy Skills: Basic skills that everyone must have, such as reading, writing, arithmetic and listening. 2) Technical Skills: Technical skills obtained through learning in technical fields such as operating computers and other digital tools. 3) Interpersonal Skills (interpersonal skills): Everyone's expertise in communicating with each other such as listening to someone, giving opinions and working as a team.

Eriyanto's research (2013) explains that leadership has a significant effect on increasing employee work productivity at the Tenggara District Office, Kutai Kertanegara Regency. The results of Harimisa's research (2013) which explain that leadership and motivation are very strong in influencing the work productivity of employees at the Sario District Office, Manado city. The analysis used Multiple Linear Regression Analysis, f test and t test. The leadership theory used in previous research is about Leadership (Leadership) is a person's activity to influence individuals, groups, and organizations as a unit so that leadership is given meaning as the ability to influence all group members and organizations to be willing to carry out activities or work to achieve group goals. and organization. Leadership is the independent variable (X3), employee statements are measured by indicators: Broad general education. Analytical ability. Communication skills. Courage to make decisions.

Ability to hear suggestions. Meanwhile, the theory used in Employment Work Productivity according to Soeprihatno (2001) is the work of an employee during a certain period compared to various possibilities, such as standards, targets/targets or criteria that have been determined in advance and have been mutually agreed upon. Employee productivity (Y) is a statement from the leadership regarding the work of employees which is measured based on the indicators: The work quantity of employees. Work effectiveness of employees. Quality of service from employees. Time efficiency in the work of employees. Employee morale.

This means that the employee's work ability which can be known through the level of employee knowledge through educational background, employee skill level and mental attitude and employee health has an influence on increasing the work productivity of employees (employees) in the District. Some of the research above is a research gap which is the basic reference in this study so that it can be seen that the management of a leader and the work ability of an employee can have an impact on the work productivity of the employee himself so that it can be further improved and better. Based on the assumptions above, in this study the title chosen was "The Influence of Leadership Style and Employee Work Ability on Employee Work Productivity in Community Service in Tanah Bumbu District".

RESEARCH METHOD

This research was conducted using a quantitative approach that is based on the numbers or formulas that are taken into account in this study. The next research design uses explanatory research. This study uses the type of causal research. The type of research used by the researcher is comparative causality or causal relationship. The basic causal comparative approach involves research activities starting from identifying the effect of one variable on another variable, then looking for possible causal variables.

The research population is people who carry out service management in Simpang Empat District, Tanah Bumbu Regency from January 2021 totaling 320 people. In this study, the number of people who do the management is not known and is considered a lot because one day taking care of the population in the Simpang Empat District, Tanah Bumbu Regency. Accidental sampling is a sampling technique based on the spontaneity factor, meaning that anyone who accidentally meets the researcher and according to the characteristics (characteristics), then that person can be used as a sample (respondent).

The criteria that became the basis for taking this sample were from the people who took care of population problems. The criteria are as follows:

- 1) Handling population issues
- 2) Take care of your own population data, both ID cards, deeds and other management
- 3) Domiciled in Simpang Empat District, Tanah Bumbu Regency.

Based on the technique of taking the population to be sampled, it is taken from February to March 2021 with a total estimate of 320 respondents. So to get the sample of this study using the Slovin formula as follows:

$$n = \frac{N}{1 + N e^2}$$

Description:

N = sample

n = sample total

E = standard error taking significant level 5% (0,05)

Then it can be calculated that

$$N = \frac{320}{1 + 320 (0.05^2)}$$

$$N = \frac{320}{1 + (320 \times 0,0025)}$$

$$N = \frac{320}{1 + 0,8} = \frac{320}{7,25} = 177,7$$

So the results of this research sample are 178 people who carry out management in the District that will be the target of this research. The research instrument is a tool to collect data from respondents related to research. Based on this statement, it can be concluded that the research instrument can facilitate researchers to find data related to the research conducted. The researcher chose the questionnaire/questionnaire to get data from the respondents more easily.

Each column of alternative answers is then given a score. Giving a score exemplified by Sugiyono (2016: 93) for example,

- 1) Strongly Agree/always/very positive given a score = 5
- 2) Agree/often/positively scored = 4
- 3) Doubtful/sometimes/neutral are scored = 3
- 4) Disagree/almost never/negatively score = 2
- 5) Strongly disagree/never scored = 1

In this research questionnaire, it will only use a gradation of scores of 4 (four) to 1 (one) to reduce the neutral answer choices of the respondents and subsequently, the scores obtained are processed using MSI. The explanation of each variable is described below. To clarify in data collection and hypothesis testing, it is necessary to state the limits of the concept of variables, dimensions (subvariables) and their indicators. This is to facilitate the types of primary and/or secondary data, the nature of the qualitative and/or quantitative data and the nominal/ordinal/ratio size scale.

Data collection techniques used in this study consisted of questionnaires and documentation. The questionnaire is intended to collect data about the sub-district management ability, employee work ability and performance productivity. The three research variables that cannot be captured by the questionnaire technique. Primary data, namely data obtained directly from respondents, were collected using a questionnaire and a Likert scale (ordinal) with the rating method added up. The documentation that will be examined in this study relates to data relating to the profile data of the research location, then employee education, employee length of service, gender and age of the sample studied in this study. Data were analyzed descriptively.

RESULTS AND DISCUSSION

1. Results of Leadership Style Description

a. Authoritarian Leadership Style

Based on the results of the respondents' answers, it can be seen that the total score of respondents' opinions on the authoritarian leadership style dimension is 8443. This means that the authoritarian leadership style in leadership at Simpang Empat Tanah Bumbu Regency is included in the "Very High" category. When viewed from the percentage of respondents per dimension in the leader leadership style variable, the percentage of authoritarian leadership style dimensions is 79.8%. The results of respondents' answers based on each indicator can be seen as follows:

Table. 1 The results of respondents' answers for each indicator in the authoritarian leadership dimension

No	Indicator	Answer option					Total (F x Each score)
		STS	TS	RR	S	SS	
		F	F	F	F	F	
1.	Run riot	0	9	45	71	53	702
2.	Initiative must always come from the leadership	0	18	63	53	44	657
3.	Have absolute authority in the leadership	0	26	72	36	44	632
4.	Less interactive when giving assignments	0	18	53	71	36	659
5.	Communication is one way	0	18	35	80	45	686
6.	Communicate regardless of subordinates' opinions	0	18	45	62	53	684
7.	Make discretion at will	0	52	81	18	27	554
8.	Does not provide an opportunity to provide suggestions, considerations or opinions	0	27	63	27	61	656
9.	There tends to be coercion, threats and punishments to employees	0	18	53	80	27	650
10.	Supervision of the attitudes, behavior, actions or activities of subordinates is carried out strictly	0	18	45	88	27	658
11.	Demand loyalty without incentivizing	0	18	43	45	72	705
12.	Give assignments in an instructive	0	18	81	26	53	648
13.	Rude to employees	0	44	72	62	0	552
	Total						8443

Based on the results of the respondents' answers above, it can be seen that the total score of each indicator of doing as they please with a total score of 702 with a percentage of 79%. The Prakarsa indicator must always come from the leadership with a total score of 657 with a percentage of 74%. The indicator has absolute authority in the leadership with a total score of 632 with a percentage of 71%. The indicator is less interactive when giving assignments with a total score of 659 with a percentage of 74%. The communication indicator takes place in one direction with a total score of 686 with a percentage of 77%. The indicator of communicating regardless of the opinion of subordinates with a total score of 684 with a percentage of 77%. The indicator makes discretionary discretion with a total score of 554 with a percentage of 62%. The indicator does not provide an opportunity to provide suggestions, considerations or opinions with a total score of 656 with a percentage of 74%. Indicator Tend to be coercion, threats and punishment to employees with a total score of 650 with a percentage of 73%. The indicator provides supervision of the attitudes, behavior, actions or activities of subordinates carried out strictly with a total score of 658 with a percentage of 74%. The indicator demands loyalty without providing incentives with a total score of 705 with a percentage of 79%. The indicator provides tasks in an instructive manner with a total score of 648 with a percentage of 73%. Crude indicators to employees with a total score of 552 with a percentage of 62%.

b. Democratic Leadership Style

Based on the results of respondents' answers, it can be seen that the total score of respondents' opinions on the Downward Communication dimension is 5188. This means that the democratic leadership style in the leadership at Simpang Empat Tanah Bumbu Regency is included in the "medium" category. When viewed from the percentage of respondents per dimension in the

leader leadership style variable, the percentage of democratic leadership style dimensions is 71.2%. The results of respondents' answers based on each indicator can be seen as follows:

Table 2. The results of respondents' answers for each indicator in the dimensions of democratic leadership

Question	Indicator	Answer options					Total (F x Each score)
		STS	TS	RR	S	SS	
		F	F	F	F	F	
Democratic							
1.	Invite subordinates to discuss in making decisions	0	18	90	9	61	647
2.	Explain to subordinates in doing work	0	26	53	54	45	652
3.	Give responsibility to subordinates	0	26	63	71	18	615
4.	give assignments in an integrated manner	0	9	62	54	53	685
5.	give discipline	0	17	81	53	27	624
6.	communicate with each other in solving problems	0	18	81	36	43	638
7.	believe in subordinates	0	26	54	62	36	642
8.	supervising subordinates	0	9	45	88	36	685
Total							5188

Based on the results of the respondents' answers above, it can be seen that the total score of each indicator from inviting subordinates to discuss decisions in deciding the results of the score is 647 with a percentage of 73%. Then the indicator explains to subordinates in doing work the score is 652 with a percentage of 73%. Then the indicator giving responsibility to subordinates the score is 615 with a percentage of 69%. Then the indicator of giving assignments in an integrated manner, the score is 685 with a percentage of 77%. Then the indicator giving disciplined results the score is 624 with a percentage of 70%. Then the indicators of communicating with each other in solving problems the score is 638 with a percentage of 72%. Then the indicator believes in subordinates the score is 642 with a percentage of 72%. Then the indicator for monitoring subordinates the score is 685 with a percentage of 77%.

c. Permissive Leadership Style

Based on the results of respondents' answers, it can be seen that the total score of respondents' opinions on the dimensions of the permissive leadership style is 6569. This means that the permissive leadership style in the leadership at Simpang Empat Tanah Bumbu Regency is included in the "High" category. When viewed from the percentage of respondents per dimension in the leader leadership style variable, the percentage of permissive leadership style dimensions is 73.2%. The results of respondents' answers based on each indicator can be seen as follows:

Table 3. The results of respondents' answers for each indicator in the dimension of permissive leadership

Question	Indicator	Answer options					Total (F x Each score)
		STS	TS	RR	S	SS	
		F	F	F	F	F	
Permissive							
1.	lack of self-confidence in leading subordinates	0	18	61	36	63	678
2.	feel less trust in subordinates in carrying out tasks	0	25	36	81	36	662
3.	agree to all suggestions given by	0	26	63	71	18	615

	subordinates						
4.	silent when subordinates provide means	0	9	62	54	53	685
5.	slow to make decisions	0	17	81	53	27	624
6.	less responsive in making decisions	0	18	81	36	43	638
7.	being indifferent to subordinates	0	26	54	62	36	642
8.	feel that their position is better than their subordinates	0	9	45	88	36	685
9.	friendly to subordinates	0	18	61	36	63	678
10.	try not to be too concerned with the work of subordinates	0	25	36	81	36	662
	Total						6569

Based on the results of the respondents' answers above, it can be seen that the total score of each indicator of lack of self-confidence in leading subordinates with a score of 678 in terms of percentage is 76%. Then the indicator of feeling less trust in subordinates in carrying out tasks 662 in percentage terms is 74%. Then the indicator of agreeing to all suggestions given by 615 subordinates in percentage terms is 69%. Then the indicator of silence when subordinates provide facilities is 685 in percentage terms, which is 77%. Then the indicator of being slow in making decisions 624 in terms of percentage is 70%. Then the indicator of being less responsive in making decisions 638 in terms of percentage is 72%. Then the indicator of being indifferent to subordinates 642 in percentage is 72%. Then the indicator of feeling that their position is better than their 685 subordinates in percentage is 77%. Then the indicator of friendliness to 678 subordinates in percentage terms is 76%. Then the indicator of trying not to correct the work of 662 subordinates in percentage terms is 74%.

2. Descriptive Results of Employee Work Ability

The overall results of the variable of employee work ability in carrying out their duties in serving the community in the management of the Simpang Empat Leadership in Tanah Bumbu Regency are

Table 4. The results of respondents' answers to the employee's work ability variable

Question	Indicator	Answer options					Total (F x Each score)
		STS	TS	RR	S	SS	
		F	F	F	F	F	
	<i>Technical Skill</i>						
1.	have the ability to operate a computer	0	9	54	62	53	693
2.	fast in inputting data	0	18	63	44	53	666
3.	responsive in service submissions	0	35	63	36	44	623
	<i>Human Skill</i>						
4.	ask the public about the service file	0	18	53	71	36	659
5.	able to understand service complaints	0	27	26	80	45	677
6.	help each other with colleagues	0	27	45	53	53	666
7.	cooperate in implementing the speed of service	0	52	81	18	27	554
	<i>Conceptual Skill</i>						

8.	able to examine in detail public complaints	9	18	63	27	61	647
9.	trying to coordinate with the leadership	9	18	53	71	27	623
10.	patient to provide service	0	18	45	88	27	658
Total							6466

Based on the results of the respondents' answers above, it can be seen that the total score of respondents' opinions on the employee's work ability variable is 6466. This means that the employee's work ability is included in the "capable" category. When viewed from the count of the percentage of respondents in the variable of employee work ability is 72.7%. From the explanation above, it can be concluded that the work ability of employees in serving the community is included in the "Medium" category.

The most dominant variable of employee work ability is seen in the Technical Skill dimension, which is 74.2%. Human Skill is 75.3%. Conceptual Skill (Conceptual Skill) is 73.1%. With the existence of good human skills, it will be able to have a positive impact on the community because employees can understand well the complaints and problems of the community when managing the Simpang Empat Leadership in Tanah Bumbu Regency.

3. Descriptive Results of Employee Work Productivity

The overall results of the variables of employee work productivity in carrying out their duties in serving the community in the management of the Simpang Empat Leadership in Tanah Bumbu Regency are

Table 5 The results of respondents' answers to employee productivity variables

Question	Indicator	Answer options					Total (F x Each score)
		STS	TS	RR	S	SS	
		F	F	F	F	F	
	The purpose of measuring prowess						
1.	have higher education	0	9	27	80	62	729
2.	able to apply academic skills in the field	0	26	72	36	44	632
3.	know people's complaints	8	18	27	27	98	723
	The purpose of measuring effectiveness						
4.	have the ability to perform service procedures	0	18	27	106	27	676
5.	have the accuracy of prioritizing activities	8	27	18	80	45	661
6.	have a work appearance	0	9	36	53	80	738
7.	able to provide clear and precise information to others,	9	9	88	36	36	615
8.	able to work with other people	0	35	63	27	53	632
	The purpose of measuring efficiency						
9.	have a friendly attitude in serving the community	8	27	44	63	36	626
10.	proficient in serving	0	9	36	53	80	738
11.	responsive in answering questions	9	9	88	36	36	615

12.	have accuracy in checking files	0	35	63	27	53	632
13.	facilitate service to the community	0	26	72	36	44	632
Total							8649

Based on the results of the respondents' answers above, it can be seen that the total score of respondents' opinions on the employee's work ability variable is 8649. This means that the employee's work productivity is included in the "capable" category. When viewed from the count of the percentage of respondents in the employee productivity variable is 74.5%. From the explanation above, it can be concluded that the work productivity of employees in serving the community is included in the "Good" category.

The most dominant variable of employee work ability is seen in the objective dimension of measuring efficacy or efficacy 74.65%. The dimension of the objective of measuring effectiveness is 78.05%, then the dimension of the objective of measuring efficiency is 72.88%. With the aim of measuring effectiveness, it will be able to have a positive impact on the community because employees are able to give good results to the people who are managing the Simpang Empat Leadership in Tanah Bumbu Regency.

4. Correlation Test Results

Based on the results of the correlation test, it is known that for the leader's leadership style variable (X1) with employee work productivity (Y) the person correlation test $r_{count} = 0.205 > r_{table} = 0.1459$ with a significant level of $0.006 (0.06\%) < 0.05 (5\%)$, then the correlation test can be concluded that there is a relationship between the leadership style of the leader and the work productivity of employees in community service at Simpang Empat Leadership Tanah Bumbu Regency.

Based on the results of the correlation test, it is known that for the work ability variable (X2) with employee work productivity (Y) the person correlation test $r_{count} = 0.771 > r_{table} = 0.1459$ with a significant level of $0.000 (0.00\%) < 0.05 (5\%)$, then the correlation test can be concluded that there is a relationship between employee work ability and work productivity of employees in community service at the Simpang Empat Leadership Tanah Bumbu Regency.

Based on the above equation, it can be seen that $b_1=b_2=b_3 \neq 0$ means that the hypothesis H_a is accepted and H_0 is rejected, which means that there is a positive influence between the leadership style of the leader and the work ability of employees on employee productivity. In addition, the value of the equation means:

- 1) A positive constant of 7.516 means that although there is no independent variable (X), work productivity will be better because the employee carries out his duties properly because he has the responsibility as a leadership employee in providing services to the community.
- 2) The leadership style variable (X1) has a positive effect of 0.227, meaning that if the value of leadership style is high, the productivity of employee performance will be higher. In addition, it can be interpreted that when the leadership style of the leader is good, the work productivity of employees in providing services to the community will be better and the community will be better served because it is not too late and on time.
- 3) The employee's work ability variable (X2) has a positive effect of 0.421, if the employee's work ability is high, the employee's work productivity will be higher, and it can be interpreted if an employee is able to carry out his work, then the employee's work productivity in providing services will be better so that the community is served well.

a. Result of T test (Parsial)

Based on the results of the statistical t test (partial) it can be seen that for the variable of the influence of leadership style on employee work productivity in providing services to the community, the results of the t test show $t(\text{count}) = 4.573 > t(\text{table}) = 1.66757$ with a sig level of $0.000 < 0.05$, then the partial test can be concluded that the hypothesis H_a is accepted and H_0 is rejected. This means that there is a significant influence between leadership style on employee work productivity in providing services to the community at the Simpang Empat Leadership District, Tanah Bumbu Regency.

The results of this study indicate that the leadership style has an influence on work productivity because this leadership style can make employees carry out their duties well because in this way it can be seen in terms of having an impact on the implementation of daily tasks by employees.

The results of the t test for the variable of the effect of employee work ability on employee work productivity in providing services to the community show $t(\text{count}) = 4.585 > t(\text{table}) = 1.66757$ with a sig level of $0.000 < 0.05$, then the partial test can be concluded that the hypothesis H_a is accepted and H_0 is rejected, which means that there is a significant effect of employee work ability on employee work productivity in providing services to the community at the Simpang Empat leadership, Tanah Bumbu Regency. The existence of this influence is caused by the existence of good employee work skills that will be able to make employees able to do a good job because basically this way can have an impact on employee work productivity so that they can carry out their duties, especially in providing services to the community.

b. F Test Results (Simultaneous)

The results of the F test of the three variables, namely the influence of leadership style and employee work ability on employee work productivity in community service at Simpang Empat Leadership, Tanah Bumbu Regency based on the table above shows that the value of $F(\text{table}) = 2.75 < F(\text{count}) = 37.582$ Thus H_a is accepted and H_0 is rejected with the statement that there is a simultaneous significant influence of leadership style and employee work ability on employee work productivity in providing services to the community.

c. Coefficient of Determination Test Results (%)

The results of the r square test indicate the magnitude of the influence of the leadership style variable and employee work ability on employee work productivity in community service in Tanah Bumbu Regency Leadership. Based on the table above, the coefficient of determination (R^2) is 0.504 and the adjustment value of R Square is 0.592 which is the contribution of the influence of the independent variable on the dependent variable is 50.4%. The remaining 49.6% is influenced by other factors that are not included in this research variable which have not been studied further and a thorough research has not been carried out on employee work productivity in providing services to the community, especially in managing the Simpang Empat Tanah Bumbu leadership.

5. Discussion

The results showed that there was a significant influence between leadership style on employee work productivity in providing services to the community in Simpang Empat District, Tanah Bumbu Regency. The result of leadership research is that the more influential leadership style is the authoritarian leadership style that influences employee productivity, explained by theory

according to Boone & Kurtz (2007) explaining that with the authoritarian leadership, they make their own decisions without consulting their employees. They make decisions, communicate them to subordinates and expect the implementation of their instructions immediately so that employees can act faster and better in carrying out their assigned tasks so that work can be carried out quickly and well.

The authoritarian leadership style is caused by employees who have to be guided more and harder because so far most employees are still weak in doing their jobs so the sub-district head must act hard on employees in their work because sometimes employees do not provide services to the community. When the employee's work productivity does not carry out the work, the subdistrict head is deviated by four trying to make the work productivity of the employees in the subdistrict better, especially in carrying out services to the community. Judging from the results of the research that the authoritarian leadership style is mostly carried out by a sub-district head because there are several things that have to do with the age of employees who are still less than 25-30 years old, so a sub-district head must be more authoritarian in directing them because the emotional level of employees is still less focused and they are less able to manage their emotions in carrying out their duties so that the level of employee productivity is still not implemented.

According to McQuail (1992) explaining that leadership style is very important in terms of having an impact on the work of an employee in carrying out the duties of subordinates, this is important, meaning that when the employee is a beginner and their emotional level still needs to be watched carefully and they must be directed and guided properly. in order to achieve good results at work.

According to Gibson, Ivancevich, Donnelly in his book Organization (2002: 346-347) "The leader-member relationship factor refers to the level of belief, trust, respect for the followers towards the leader concerned". The task structure includes components: clarity of purpose (good clarity) - the extent to which duties and responsibilities are clearly stated and made known to the people who carry out the work, and the multiplicity of paths - goals (goal & path multiplicity) - the degree to which problems encountered in the work can be solved through various procedures.

Work ability data also shows a significant effect of employee work ability on employee work productivity in providing services to the community in Simpang Empat District, Tanah Bumbu Regency. This relates to the ability of an employee in providing services to the community, especially in community services in the Tanah Bumbu District and its relationship to work productivity as seen from an employee in carrying out the objectives of measuring employee effectiveness in Simpang Empat District, Tanah Bumbu Regency included in the category "Able to ". When viewed from the count of the percentage of respondents per dimension in the employee productivity variable, the percentage dimension of the effectiveness measurement objective is 78.05%.

The main problems related to human resources at this time, some of which are problems in human resource management in creating human resource competencies, human resource management to achieve competitive advantage, and human resource management to face the nation's national development, which is currently intensively implemented by all government officials in collaboration with stakeholders and the community. The rapid national development in all fields in this reform era will certainly require a productive state civil apparatus (Wahyuli, 2014).

This means that the government apparatus can continue the continuity of national development through the professional development of existing human resources. This professionalism requires highly competent human resources in all fields so as to produce

maximum work productivity. Therefore, Anorage cited by Yuniarsih and Suwatno (2011) states that work productivity shows the level of efficiency of the process resulting from the resources used, which are of better quality with the same effort.

The overall test results by means of the F test of the three variables indicate that there is a simultaneous significant influence of leadership style and employee work ability on employee work productivity in providing services to the community. However, based on the analysis of the results of this study, it shows that the authoritarian leadership style still influences the work productivity of employees in serving the community in Simpang Empat District, Tanah Bumbu Regency. This is because the authoritarian leadership style still provides high direction and instruction, although the sub-district head tries to hear ideas or input from employees, but decisions and all policies regarding the duties and policies of the sub-district are still in the hands of the sub-district head, thereby reducing employee productivity.

Authoritarian leadership style on work productivity, in the form of listening, accepting, collaborating and contributing. Where if experienced carefully, this involves leadership style in participation having a strong personality value and being a reference in improving employee performance (Pamudji, 1995). Employee leadership style is an absolute requirement that must be developed by employee performance development. So that employee performance will be effective if the leadership is imbued with a leadership style that must be possessed based on participation in the form of listening, accepting, collaborating, and contributing (Imron, 1995). Participation in a leadership style is a very basic element to being a leader. It is strange that a leader does not have a basic leadership style in participating, so a leader must be able to contribute. This foundation is very relevant to improving employee performance (Sumantri, 1999).

In accordance with Payaman's opinion (Simanjuntak, 1988:26) which says that the factors of productivity are education and training, nutrition and health, job opportunities, improving managerial skills, leadership and government policies. The above opinion is also supported by George Terry and Leslie (2000:253) which states that the factors that affect work productivity are divided into two groups, namely education and attitudes.

CONCLUSION

Based on the results of research that has been carried out regarding the influence of leadership style and employee work skills on employee work productivity in community services in the Tanah Bumbu district, it can be concluded that there is an influence of the sub-district leadership style on the work productivity of employees in community services in the Tanah Bumbu district; There is an influence of employee's work ability on employee's work productivity in community service in Tanah Bumbu District; and There is an influence of leadership style and employee work ability on employee work productivity in community service in Tanah Bumbu District, namely 50.4%.

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