

ANALYSIS OF FACTORS INFLUENCING THE PERFORMANCE OF FEMALE CIVIL SERVANTS IN MAKASSAR CITY

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Abstract

This study examined the influence of Education and Training, Work Motivation, and Leadership Style on the performance of female Civil Servants (ASN) in the city of Makassar. Using a quantitative causal method, this research collected data from 100 samples determined based on the Slovin formula. Data analysis was conducted using multiple linear regression with SPSS version 25. The results of the study showed that all independent variables had a significant impact on employee performance. Validity and reliability tests confirmed the reliability of the research instrument. The regression model indicated that an increase in the variables of Education and Training, Work Motivation, and Leadership Style was positively associated with an improvement in employee performance. The coefficient of determination (Adjusted R Square) of 31% indicated that independent variables influenced 31% of the variance in employee performance, while the rest was influenced by other factors. This research confirms that education and training are important for improving the quality and performance of employees. Work motivation significantly affects performance, and effective leadership style positively contributes to employee performance. In conclusion, Education and Training, Work Motivation, and Leadership Style collectively and partially have a significant impact on the performance of female ASN employees in the city of Makassar.

Keywords: *Education and Training, Work Motivation, Leadership Style, Employee Performance,*

1. INTRODUCTION

Female Civil Servants (PNS) in Indonesia have played a crucial and significantly increasing role in recent decades. They have successfully broken gender barriers and demonstrated competence in various fields, including education, healthcare, administration, and policymaking. The contributions of female PNS have not only enriched diversity in public services but have also brought essential different perspectives to the policymaking process.

Advancements in gender equality in the government sector have enabled more women to assume leadership roles and participate in decision-making. This has had a positive impact not only on the performance of government organizations but also on the representation of women in government. Nevertheless, challenges persist, such as gender gaps in certain positions and the issue of balancing work and personal life.

In Makassar City, the role of women in local government has also witnessed significant growth. Female PNS in Makassar, in line with national trends, have shown increased engagement and contributions in various aspects of governance. They are not only involved in administrative tasks but are also active in decision-making and policymaking, bringing different and important perspectives to the development and public service processes. Research on the roles and performance of women is crucial in understanding the dynamics of work and career development in the public sector.

2. RESEARCH METHOD

2.1 Research Design

This study was a quantitative causality research that utilized primary data. Data were collected through interviews, questionnaires, and observations. The population under study consisted of female Civil Servants (ASN) in Makassar City, with a total population of 6,932 individuals. To determine a representative sample size, this research employed the Slovin formula with a precision level of 10% ($\alpha=0.1$). The calculation using the Slovin formula resulted in a sample size of approximately 98.57, which was then rounded up to 100 as the sample size to be used in this study.

2.2 Data Analysis Techniques

The data analysis technique employed multiple linear regression using Statistical Package for the Social Sciences version 25 (SPSS). Firstly, a validity test was conducted to assess the effectiveness of the research instrument. Subsequently, a reliability test was performed to measure the stability of the research tool in obtaining results. Then, an F-statistic test was carried out to understand whether the model is appropriate and if the independent variables collectively influence the dependent variable. Following that, a t-statistic test was conducted to examine the partial influence of the independent variables on the dependent variable. Finally, a determination test was conducted to determine how well the variables can explain the exogenous variable. A higher R² value indicates a better predictive model from the proposed research model.

The Dependent Variable, which is Employee Performance (Y1), is measured using indicators such as Work Quality, Work Quantity, Timeliness, Effectiveness, and Commitment (Silaen, 2021). Furthermore, for the Independent Variable Education and Training (X1), it is measured using indicators including Education and Training Content, Instructor Competence, Teaching Methods, and Training Evaluation (Tobari, 2015). The Variable Work Motivation (X2) is measured with indicators based on Maslow's Hierarchy of Needs, which includes Physiological Needs, Safety Needs, Social Needs, Esteem Needs, and Self-Actualization (Maslow, 2010). Lastly, the Leadership Style (X3) is measured using indicators such as Having Clear and Well-Communicated Strategies, Caring for Team Members and the Environment, Stimulating Team Members, Maintaining Team Cohesion, and Respecting Differences and Beliefs.

3. RESULTS AND DISCUSSION

3.1 Validity Test

The validity test results for Likert scale items on the variables of environmental dynamism, dynamic capabilities, and financial literacy were conducted using the SPSS application. According to Ghozali (2018), the validity test results for all items produced a calculated $r > r$ table. The r table value for 100 respondents is 0.1654. Therefore, it can be concluded that the respondents' answers and questionnaire items are considered valid.

Table 1 Validity Test

Variable	Item	Corrected item total-Correlation
Education and Training	ET1	.825
	ET2	.918
	ET3	.918
	ET4	.890
Work Motivation	WM1	.752
	WM2	.805
	WM3	.853
	WM4	.820
	WM5	.853
Leadership Style	LS1	.960
	LS2	.970
	LS3	.962
	LS4	.940
	LS5	.957
Employee Performance	EP1	.860
	EP2	.863
	EP3	.895
	EP4	.868
	EP5	.869

Source: SPSS V29

Based on Table 1, it can be observed that all the questionnaire items used are considered valid since all the calculated "r" values are greater than the "r table" value of 0.1654

3.2 Reliability Test

In this study, a reliability test was conducted to assess the extent to which measurement results were relatively consistent when repeated multiple times. The reliability test in this research employed the Cronbach Alpha analysis technique on the empirical indicators used as measures of the concept. Data were considered reliable if they had a Cronbach Alpha coefficient > 0.6 (Supramono and Utami, 2003).

Table 2 Reliability Test

Variable	Cronbach's Alpha
Education and Training	.837
Work Motivation	.810
Leadership Style	.835
Employee Performance	.821

Source: SPSS V29

Based on the table above, it is known that all the data used were reliable because the Cronbach Alpha values obtained from this test were all > 0.6 .

3.3 Multiple Linear Regression Test

Multiple linear regression analysis is used to predict whether two or more variables X have an impact on variable Y and to what extent both independent variables (X) influence the related variable (Y).

Table 3 Multiple Linear Regression Test

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta		
(Constant)	8.058	2.319		.475	.001
Education and Training	.593	.160	.492	.718	.001
Work Motivation	.395	.133	.394	.965	.004
Leadership Style	.474	.078	.528	.071	.001

a. Dependent Variable: Employee Performance

Source: SPSS V29

Based on the table above, the multiple linear regression equation obtained yields the following interpretations:

- The constant value of 8.058 indicates that if all variables are assumed to remain constant or unchanged, the performance of female Civil Servants (ASN) in Makassar City will have a value of 8.058.

- b. The regression coefficient for the variable Education and Training (X1) is 0.593. This means that if the values of the other independent variables remain unchanged, and Education and Training increase by 1%, the dependent variable, Employee Performance (Y), will increase by 0.593. This positive coefficient indicates a positive relationship, meaning that higher Education and Training values are associated with higher Employee Performance (Y).
- c. The regression coefficient for the variable Work Motivation (X2) is 0.395. This implies that if the values of the other independent variables remain constant, and Work Motivation increases by 1%, the dependent variable, Employee Performance (Y), will increase by 0.395. This positive coefficient indicates a positive relationship, indicating that higher Work Motivation values are associated with higher Employee Performance (Y).
- d. The regression coefficient for the Leadership Style variable (X3) is 0.474. This means that if the values of the other independent variables remain constant, and Leadership Style increases by 1%, the dependent variable, Employee Performance (Y), will increase by 0.474. This positive coefficient indicates a positive relationship, indicating that higher Leadership Style values are associated with higher Employee Performance (Y).

3.4 t-Statistic Test

- a. The t-statistic test for the Education and Training variable yielded a t-value of 3.475, which was greater than the critical t-table value of 1.29025, with a significance value of .001. This result indicated that the independent variable Education and Training had a significant and meaningful influence on the dependent variable, Employee Performance.
- b. The t-statistic test for the Work Motivation variable produced a t-value of 2.965, which was greater than the t-table value of 1.29025, with a significance value of .004. This finding suggested that the independent variable Work Motivation had a significant and meaningful impact on the dependent variable, Employee Performance.
- c. The t-statistic test for the Leadership Style variable showed a t-value of 6.071, which was larger than the t-table value of 1.29025, with a significance value of .001. This outcome demonstrated that the independent variable Leadership Style had a significant influence on the dependent variable, Employee Performance.

3.5 F Statistic Test

The hypothesis testing using the F-statistic involves the following criteria: if the significance value (p-value) of $F < 0.05$, then the hypothesis is accepted, indicating that all independent variables simultaneously and significantly influence the dependent variable.

Table 4 F Statistic Test

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	353.324	3	117.775	14.509	.001 ^b
	Residual	779.266	96	8.117		
	Total	1132.590	99			
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), Education and Training, Work Motivation, Leadership Training						

Source: SPSS V29

Based on the results of the F-test, the calculated F-value of 14.509 is greater than the critical F-table value of 2.70 at a significance level of 0.05 ($0.000 < 0.05$). Therefore, it can be concluded that simultaneously, the variables Education and Training, Work Motivation, and Leadership Style have a significant impact on the performance of female Civil Servants (ASN) in Makassar City.

3.6 Coefficient of Determination (R-squared)

If the R-squared value approaches 1, it indicates that the independent variables can provide the necessary information to predict the variations in the dependent variable. In other words, a higher R-squared value suggests that the independent variables explain a larger proportion of the variability in the dependent variable, making the model more predictive and reliable.

Table 5 Coefficient of Determination

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.559 ^a	.312	.290	2.84910
a. Predictors: (Constant), x3, x2, x1				

Source: SPSS V29

From the table above, it is known that the Adjusted R-squared value is 0.312, indicating that the independent variables collectively influence the dependent variable by 31%, while the remaining 69% is influenced by other variables.

3.7 Discussion

- This research proves that education and training have a positive and significant impact on the performance of female Civil Servants (ASN) in Makassar City. Field findings indicate that the majority of respondents consider education and training essential for

achieving better performance. This is in line with the perspective of Sudiro (2009), who states that: "One way to improve the quality of organizational human resources is through planned and systematic education and training programs. In other words, the importance of education and training in organizations lies in improving employee performance, including the knowledge and skills that support it, as well as shaping the attitudes of employees in line with the organization's desires." The results of this research align with studies by Nurmayadi (2020), Susanty (2018), and Faruk (2018), each of which explains that education and training have a significant influence on employee performance.

- b. Based on the test results, it is evident that the work motivation variable significantly influences employee performance. This research is theoretically supported by Rivai (2011), who asserts that "At its core, motivation encourages employees to work hard to achieve their desired goals." Thus, it improves employee performance, impacting the achievement of the company's objectives. Empirically, this study supports previous research by Darmawan (2012) and Rozalia (2015), which state that work motivation has a significant impact on employee performance.
- c. The test results show that the Leadership Style variable has a significant impact on employee performance. This finding aligns with the views of Thoha (2010), who states that leadership influences subordinates' perceptions and motivations, directing them towards task clarity, goal achievement, job satisfaction, and effective work execution. It is also supported by Robbins (2007), who emphasizes that leadership is the ability to influence a group in achieving objectives. Therefore, employee performance can reflect their ability to achieve the organization's goals and objectives. Additionally, this research underscores the importance of a leader's role in shaping a positive work culture and motivating employees to perform better. An effective leadership style can create a harmonious work environment where employees feel supported, valued, and motivated to give their best. Thus, this research not only confirms the relationship between leadership style and employee performance but also highlights the crucial role of leaders in creating a conducive work atmosphere for organizational goal achievement.

4. CONCLUSION

- a. Education and Training (X1), Work Motivation (X2), and Leadership Style (X3) collectively have a significant impact on the performance of female Civil Servants (ASN) in Makassar City.
- b. Partially, the variables Education and Training (X1), Work Motivation (X2), and Leadership Style (X3) also have a significant influence on the performance of female Civil Servants (ASN) in Makassar City.

- c. The results of this study demonstrate that Education and Training, Work Motivation, and Leadership Style play a crucial role in enhancing the performance of female Civil Servants (ASN) in Makassar City. Therefore, companies or organizations need to pay attention to and develop these aspects to achieve better employee performance.

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