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## Moderation Role of Work Period on the Influence of Transformational Leadership Style and Work Skill on Work Behavior and Their Implications on the Performance of State Civil Services in the Department of Public Works and Spatial Planning of Aceh Selatan District

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### Abstract

This research aims to test the Moderation Role of the Work period on the Effect of Transformational Leadership Style and Work skill on Work Behavior and Their Impact on the Performance of the Department Of Public Works And Spatial Planning Of Aceh Selatan District (PUPR Aceh Selatan). The population was all State Civil Services (ASN) in PUPR Aceh Selatan, amounting to 150 people. The number of samples used was 150 people. Data were analyzed using the SEM-AMOS. The results show that a transformational leadership style affects work behavior, work skill affects work behavior, transformational leadership style affects PUPR Aceh Selatan ASN Performance, work skill does not affect PUPR Aceh Selatan ASN Performance, work period affects PUPR Aceh Selatan ASN Performance, work behavior affects PUPR Aceh Selatan ASN Performance, work behavior mediates partially the transformational leadership style effect on PUPR Aceh Selatan ASN Performance, work behavior fully mediates the work skill effect on PUPR Aceh Selatan ASN Performance, work period moderates the transformational leadership style effect on PUPR Aceh Selatan ASN Performance, work period moderates the work skill effect on PUPR Aceh Selatan ASN Performance, and work period moderates the work behavior effect on PUPR Aceh Selatan ASN Performance. These findings reveal that the model for improving the PUPR Aceh Selatan ASN performance is a function of the implementation of a transformational leadership style, improvement of work skills, adjustment of work behavior, and a longer work period for the employee.

**Keyword:** Employee Performance, Work Behavior, Work Period, Transformational Leadership Style, and Work skill.

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### 1. Introduction

One of the activities carried out by the state or government related to the Community Development Index (IPM) is the implementation of the State Civil Apparatus (ASN). ASN is entrusted with the task of carrying out public service tasks, government tasks, and certain development tasks, therefore it is necessary to build good management in government institutions to produce and create well-performing ASN. (Bernardin & Russell, 2013) state that

performance is defined as the record of outcome produced on a specified job function or activity during a specified period. The performance of the ASN must be assessed in a structured and periodic manner. ASN performance appraisal is carried out based on objective, measurable, accountable, participatory, and transparent principles (Government Regulation/PP No. 46, 2011:3-4).

Human resources need to provide a competitive advantage to maximize the continuity of an organization's performance. Its competitive advantage is reflected in aspects of employee knowledge, skills, attitudes, and work behavior coordinated to achieve the company's goals. The rapid development of technology, information, and science today places the impact of globalization in a strategic position and has a significant impact on the changing systems and values of social, community, and governmental organizations. Civil servants as elements of national institutions build a law-abiding, modern, civilized, democratic, prosperous, fair, and moral civil society that provides fair and equitable services. It plays an important role in

The Department Of Public Works And Spatial Planning Of Aceh Selatan District (PUPR Aceh Selatan) was formed based on Qanun Number 7 of 2017 concerning the formation and composition of regional apparatus, the main tasks, and functions of each element in the organization, as well as the Aceh Selatan Regent (in Indonesia) Regulation No. 35 of 2017 concerning the Position, Organizational Structure, Duties, Functions and Work Procedures of Regional Apparatus for mandatory government affairs relating to basic services. The Qanun contains 7 chapters and 16 articles and stipulates the size and organizational structure of regional apparatuses. With this Qanun a District Apparatus Structure was established. The PUPR Aceh Selatan is one of the services that have the task of assisting the Regent in carrying out Government affairs in the Public Works Sector and government affairs in the Spatial Planning sector which is the authority of the Region as well as assistance tasks given to the Regions. In the context of efforts to achieve organizational goals, state civil servants within the PUPR Aceh Selatan are required to be able to display their performance optimally to provide more satisfying services to the community.

The performance of the PUPR Aceh Selatan is seen from the budget realization that has not been maximized where the realization achieved is still below 100 percent. The performance of the PUPR Aceh Selatan which has not been maximized is influenced by the performance of employees. The results of the observations of the author who is also an employee of the PUPR Aceh Selatan indicate that the employee's performance is good, it's just that there is still a need for improvement, such as those who don't come on time according to the set schedule, namely 08.00 to 16.30 even though there has been an appeal from the leadership, even though they arrive on time or sooner but they do not immediately carry out work activities, most employees are busy with their personal affairs, such employee work behavior is not very good.

Performance ASN in the PUPR Aceh Selatan is considered not too good. This is also known from the direction of the Regent of Aceh Besar on April 1, 2021, to ASN to improve discipline and poor performance. Based on the initial survey conducted, it can be seen that the quality of the performance of ASN employees in Aceh Besar Regency has not been too maximal. Based on the pre-survey, it figures that the overall employee performance perceived by the respondents is good with an average value of 3.91. However, there are still poor indicators that

have a low average value. Poor performance is shown in the lack of employee discipline where employees often come late to the office. Furthermore, employees are also lacking in balancing the interests of the service and personal interests. In addition, employees are also inefficient in utilizing the budget in completing work.

Every employee is expected to continue to explore their knowledge and cultivate awareness and not only depend on or be fixated on the existing system so that aspects of quality and quantity of work, work behavior, and discipline as well as aspects of leadership will continue to be improved. If this can be done then every employee is expected to help and have a role in improving the overall performance of the organization. Every employee must focus on the main tasks and functions of each individual in the organization, so there must be organizational efforts to improve employee performance to achieve organizational goals. Behavior that is demanded by organizations today is not only in-role behavior or work according to job descriptions but also extra-role where extra contributions to complete work from the organization.

One of the factors that influence performance is to create good employee work behavior by giving motivation to the right employee performance. In human resource management, organizations/agencies need to manage, regulate and utilize employees so that they can function productively to achieve organizational / agency goals. This is necessary, considering that human resources are a determining element in achieving organizational goals. Based on the pre-survey, it explains that the work behavior of the employees of the PUPR Aceh Selatan is perceived by respondents as good overall with an average score of 4.18. However, there are still indicators that have a low average value where there is a lack of employee motivation in completing work with good quality. Although employees can complete any given work, the lack of employee motivation shows that employee work behavior is still low. The results of the research by (Sijabat, Lie, Butarbutar, & Wijaya, 2018) show that work behavior affects employee performance.

The next factor is the style of leadership. A leadership style that emphasizes the importance of creating a vision for leaders and an environment that motivates subordinates to exceed expectations (K. S. Dewi, 2013) are transformative leadership styles. The most important aspect of both planned and unplanned organizational changes are individual changes. This personal change is not easy, but it has to go through a process. Since leaders are the role model of the organization, change needs to come from the top-level (leaders). Below is the first overview of leadership style. Based on the pre-survey, it reveals that the transformational leadership style at the PUPR Aceh Selatan is perceived by respondents as good overall with an average score of 3.93. However, there are still indicators that have a low average value where the leadership is still incapable of encouraging employees to solve problems in new ways. The traditional method that is still applied by the leadership shows that there is still a low level of transformational leadership at the PUPR Aceh Selatan.

The next element is professional skills. A person's motivation and ability are not effective enough to do something without a clear understanding of what to do and how to do it. Achievement is the actual action that everyone presents as work performance, performed by employees according to statements within the organization. The pre-survey reveals that the

work skill of employees at the PUPR Aceh Selatan is perceived by respondents as good overall with an average score of 4.02. However, there are still indicators that have a low average value where there is still a lack of employee work behavior in completing each given job and employees are less able to control their emotions while working, even though employees have expertise in doing it. Employee work skill helps improve employee performance which is very important in the organization's efforts to achieve its goals. The results of the study by (Kustini, Utami, Sunarsi, & Nurjaya, 2021) show that work skill affects employee performance.

The next factor that affects employee performance is the period of service. Employee work period can be seen from how long the employee has worked in a certain position. The organization will provide opportunities for employees to occupy the opportunity to work in proving whether employees can work as expected. According to (Siagian, 2014) work period shows how long a person works in each job or position. Furthermore, according to (Handoko, 2016) the factors that influence this work period include the level of job satisfaction of an employee, stress caused by work, and the last career development program of compensation received by employees.

The work period is an individual experience that will determine growth in work and position. The results of the study showed that most employees experience boredom at work, and it is still seen that employees are lazy. The research by (Alfiyana, 2017) states that the work period does not affect employee performance. It explains that when the work period is increased it will increase the performance of the influence of work period and competence on employee performance. So companies need to pay attention to the work period of their employees.

## **2. Literature**

### **Employee/ASN Performance**

The definition of a Civil Servant/ASN according to the Basic Employment Law Number 43 of 1999 concerning amendments to Law Number 8 of 1974 concerning the Principles of Employment is as follows: appointed by the competent authority and assigned tasks in a state office, or assigned other state duties, and are paid based on the applicable laws and regulations. Based on Paragraph 8 Article 75 of Government Regulation Number 46 of 2011 concerning ASN Performance Assessment states that the ASN work performance assessment aims to ensure the objectivity of ASN development based on the achievement system and career system. Meanwhile, Article 76 states that: ASN performance appraisal is carried out based on planning performance at the individual level and the unit or organizational level, taking into account the targets, achievements, results, and benefits achieved, as well as the behavior of ASN. ASN performance assessment is carried out in an objective, measurable, accountable, participatory, and transparent manner. ASN performance assessment according to Law Number 46 of 2011 concerning ASN performance targets is based on two elements, namely, work performance and work behavior. Work performance includes planning or targets, achievements, and assessments as measured by indicators of quality, quantity, time, and cost. Meanwhile, the elements of Work Behavior are measured by indicators of service orientation, integrity, work behavior, discipline, cooperation, and special leadership for ASN who hold structural positions. Specifically for the ASN, is divided into 2 (two) elements, namely:

1. ASN Work Target (SKP): Quantity, Quality, Time, and Cost

2. Work Behavior: Service Orientation, Integrity, Work Behavior, Discipline, Cooperation, and Leadership

### **Work Behavior**

This has a very wide range of meanings, including walking, speaking, crying, laughing, working, studying, writing, and reading. From this description, we can conclude that all human behavior is human activity, both directly observable and non-observable (Notoatmojo, 2012). Behaviors are all biological manifestations of an individual that interact with the environment, ranging from the most visible to the invisible, from the perceived to the least perceived (Oktaviana, 2015). Behavior is the result of human interaction with all kinds of experiences and environments, manifested in the form of knowledge, attitudes, and behaviors. Behavior, on the other hand, according to Wawan (2011), is an observable act that has a specific frequency, duration, and purpose, whether conscious or unconscious. Behavior is a collection of different interacting factors. Humans were created as bearers of moral values. The existence of reason and reason in humans causes differences in ways and patterns of life that have two dimensions, namely material life and spiritual life. Reason and reason play a very important role in the effort to create a pattern of human life or behavior. To create happiness in physical life, humans with their minds and minds always try to create new things as expected. In addition to the reason and reason mentioned above, several factors influence human behavior, as stated by (Kreitner & Kinicki, 2014), namely:

1. Motivation

Motivation is basically trying to strengthen, direct, maintain, and make individual behavior so that each individual works according to the wishes of the leader. It can be said that this theory is the causal process of how a person works and what results will be obtained. So, the results to be achieved are reflected in how the process activities a person does.

2. Attitude

Attitude is defined as a tendency to respond to something consistent to support or not support by paying attention to a particular object.

3. Confidence

A person's belief is a mental representation of the environment that is relevant, complete with existing cause and effect relationships. Confidence is the result of direct observation and conclusions from the relationship previously studied.

4. Rewards and Punishments

In addition, the nature of the rewards or punishments carried out is very affect individual behavior. This reinforcement theory of motivation is based on the cause and effect of behavior with compensation. For example, promotions depend on achievements that are always maintained. The group bonus depends on the group's production level. The nature of the

dependence is related to the relationship between the behavior and the events that follow that behavior.

## 5. Culture

Culture also helps organizational members in justifying behavior. If it is not suitable then this reinforcement will be a burden.

Four indicators can be used to determine work behavior according to (Griffin, Phillips, & Gully, 2016), namely:

### 1. *Social relationship*

A worker must have a good social relationship with other workers, where each worker must supervise co-workers to act in the right way and warn if there are mistakes.

### 2. *Vocational skills (vocational expertise)*

The expertise that a person has according to his job, for example, someone with cooking skills is suitable to be a Chef.

### 3. *Work motivation*

There is a willingness to work to achieve a certain goals such as physiological needs, safety, love, self-esteem, and self-actualization.

### 4. *Initiative—confidence*

That is, in good work behavior, you must cultivate self-confidence and take the initiative that all work can be carried out following the existing job description.

## Transformational Leadership Style

According to (Edison, Anwar, & Komariah, 2016). Transforming leadership motivates employees to feel trust, admiration, loyalty, and respect for leaders and do more than expected (Yukl, 2010). The transformative leadership style, according to (Kharis, 2015), is the type of leader who encourages followers to set aside personal interests and has extraordinary influence. Transformative leadership not only encourages followers to believe in themselves but also inspires their own potential to imagine and create a better future for the organization. Transformational leaders make a big difference both in themselves and in the organization (Edison et al., 2016).

Based on the various definitions above, transformational leadership changes a follower's awareness of the problem by helping them see old problems in new ways, engaging, inspiring, and inspiring followers. You can conclude that you can encourage followers to make extra efforts to achieve your organization's goals. There are several indicators of transformational leadership style according to (Kharis, 2015): Charisma, Inspirational motivation, Intellectual Stimulation, and Individualized Attention.

## **Work skill**

According to (Arcynthia, 2013), skills are the skills needed to perform various tasks that develop as a result of training and experience. From this understanding, we can conclude that ability means the ability to easily and carefully perform tasks that require basic skills. Skills are task-related behaviors that can be acquired through learning and improved with the help of training and others. Skill refers to the ability of a person to perform an activity. Behavior is a manifestation of personality and attitude that becomes apparent when a person interacts with the environment. Skills can be used to control behavior (Umar, 2015). The way people perceive the world is influenced by their attitude. Attitudes consist of cognitive aspects (perception, knowledge, beliefs), emotional aspects (emotions, emotions), and emotional aspects (behavior in the form of behavior). Employees with good work skills accelerate the achievement of company goals. Otherwise, you are an unskilled employee. It slows down your organization's goals. For new employees or employees with new tasks, additional skills are required to perform the assigned tasks (N. L. P. A. A. Dewi & Utama, 2016). Gibert et al., (2017) explained that dexterity is the ability to perform physical and mental tasks. The indicators used in this study adapt the theory as expressed by (Winata, 2021) stated that the skill indicators are as follows:

1. Skills in mastering the job
2. Ability to complete work
3. Accuracy in completing work
4. Ability to control yourself
5. Confidence in getting the job done
6. Work Behavior towards work.

### **Work period**

According to (Rudiansyah, 2013), "employee length" provides energy to a particular company and creates absorption from various human activities. The more experience the employee has, the better the company's performance and output. On the other hand, according to Balai Pustaka (2013) of the Ministry of Education, Culture, Sports, Science and Technology, working hours (working hours) are personal experiences that determine the growth of work and status. According to (Hermanto, 2012), seniority can be seen as employee loyalty to the company. Sufficient working hours, as are those who have experienced both disability and success. Experience in the form of time. Therefore, the length of service is the amount of time the technician lived when he was an employee of the company. The length of service conveys the employee's work experience, knowledge, and work skill. Work experience gives a person a qualified work attitude, is quick, steady, calm, analyzes difficulties, and is ready to overcome them.

The indicators in this study refer to (Balai Pustaka, 2013), which explains the development of indicators for work period instruments, namely:

1. Length of time on probation or internship

2. Length of time working at the company
3. Length of time worked at the current job position

### **Research Hypothesis**

Based on the theories and literature, the authors formulate the hypothesis to be studied as follows.

- H1: transformational leadership style affects work behavior,
- H2: work skill affects work behavior,
- H3: transformational leadership style affects PUPR Aceh Selatan ASN performance,
- H4: work skill does not affect PUPR Aceh Selatan ASN performance,
- H5: work period affects PUPR Aceh Selatan ASN performance,
- H6: work behavior affects PUPR Aceh Selatan ASN performance,
- H7: work behavior mediates the transformational leadership style influence on PUPR Aceh Selatan ASN performance,
- H8: work behavior fully mediates the work skill influence on PUPR Aceh Selatan ASN performance,
- H9: work period moderates the transformational leadership style influence on PUPR Aceh Selatan ASN performance,
- H10: work period moderates the work skill influence on PUPR Aceh Selatan ASN performance,
- H11: work period moderates the work behavior influence on PUPR Aceh Selatan ASN performance.

### **3. Method**

In this study, the intended population was all ASN at the PUPR Aceh Selatan, totaling 150 employees. Determination of the number of samples was carried out by using a census technique so the number of samples in this study was 150. The data collection includes primary data and secondary data. Data were analyzed using Structural Equation Modeling (SEM) method thru AMOS software.

### **4. Result**

Analysis of the complete SEM model was performed after testing a one-dimensional level analysis of the indicators that form the latent variables using confirmatory factor analysis. Analysis of the data was performed by statistical tests. Once all the SEM assumptions have been met, the testing of the eight hypotheses was performed based on the critical ratio (CR) value as shown in Table 1 below.



**Table 1. Regression Weight**

		Estimate	SE	CR	P
Work_Behavior	<--- Work_Skills	0.549	0.064	2,857	0.004
Work_Behavior	<--- Transformational leadership	0.369	0.085	2,311	0.021
ASN Performance	<--- Work period	0.416	0.106	3,702	0.000
ASN Performance	<--- Work_Skills	-0.033	0.104	-0.183	0.855
ASN Performance	<--- Transformational leadership	0.522	0.101	3,676	0.000
ASN Performance	<--- Work_Behavior	0.383	0.070	3,285	0.000

**Influence of Transformational leadership on Work Behavior (H1)**

Testing the transformational leadership influence on Work Behavior produces P 0.021. Thus, it explains that Transformational leadership affects increasing work behavior. The coefficient of Transformational leadership influence on Work Behavior is 0.369 or 36.9%. This reveals the better the Transformational leadership will have an impact on improving work behavior.

**Influence of Work skill on Work Behavior (H2)**

Testing the work skill influence on work behavior obtained P 0.004. Thus it explains that work skill affects increasing work behavior. The coefficient of the Work skill influence on Work Behavior is 0.549 or 54.9%. This shows the higher the level of Work skills will further improve Work Behavior.

**Influence of Transformational leadership on PUPR Aceh Selatan ASN performance (H3)**

Testing the Transformational leadership influence on PUPR Aceh Selatan ASN performance produces P 0.000. Thus it explains that Transformational leadership affects PUPR Aceh Selatan ASN performance. The coefficient of Transformational leadership influence on PUPR Aceh Selatan ASN performance is 0.522 or 52.2%. This figures that the higher the level of Transformational leadership, the higher the employee's performance.

**Influence of Work skill on PUPR Aceh Selatan ASN performance (H4)**

Testing the work skill influence on PUPR Aceh Selatan ASN performance produces P 0.855. Thus it explains that work skill does not affect PUPR Aceh Selatan ASN performance because the significance is  $> 0.05$ .

**Influence of Work period on PUPR Aceh Selatan ASN performance (H5)**

Testing the Work period influence on PUPR Aceh Selatan ASN performance produces P 0.000. Thus, it explains that the work period affects PUPR Aceh Selatan ASN performance.

The coefficient of Transformational leadership influence on PUPR Aceh Selatan ASN performance is 0.416 or 41.6%. This means that the higher the level of the service period will further improve PUPR Aceh Selatan ASN performance.

### **Influence of Work Behavior on PUPR Aceh Selatan ASN performance (H6)**

Testing the work behavior influence on PUPR Aceh Selatan ASN performance produces  $P = 0.000$ . Thus, it explains that work behavior affects PUPR Aceh Selatan ASN performance. The coefficient of work behavior influence on PUPR Aceh Selatan ASN performance is 0.383 or 38.3%. This means that the higher the work behavior will have a direct influence on PUPR Aceh Selatan ASN performance.

### **Influence of Transformational leadership on PUPR Aceh Selatan ASN performance through work behavior (H7)**

Sobel test calculation reveals 3.400 for the t-statistics and is significant at  $= 0.000$ . Thus, Work Behavior has a role as a mediator of Transformational leadership influence on PUPR Aceh Selatan ASN performance. Thus, because work behavior affects and acts as a mediator, transformational leadership affects PUPR Aceh Selatan ASN performance, so the role of work behavior in mediating the relationship between transformational leadership and PUPR Aceh Selatan ASN performance is partially mediating. Partial mediation means that the Transformational leadership influence on PUPR Aceh Selatan ASN performance is not fully mediated by Work Behavior.

**Table 2. Sobel Test of H7**

Input:		Test statistic:	Std. Error:	$p$ -value:
a	0.369	Sobel test: 3.40076673	0.04155739	0.00067197
b	0.383	Aroian test: 3.3664371	0.04198118	0.00076146
$s_a$	0.085	Goodman test: 3.43616848	0.04112924	0.00059
$s_b$	0.070	Reset all	Calculate	

### **Influence of Work skill on PUPR Aceh Selatan ASN performance through Work Behavior (H8)**

Sobel test calculation reveals 4.612 for t-statistics and is significant at  $= 0.000$ . Thus, Work Behavior has a role as a mediator of Work skill influence on PUPR Aceh Selatan ASN performance. Thus, because work behavior affects and acts as a mediator, work skill has no significant effect on PUPR Aceh Selatan ASN performance, so the role of work behavior in mediating the relationship between work skill and PUPR Aceh Selatan ASN performance is fully mediating. Full mediation means that the Work skill influence on PUPR Aceh Selatan ASN performance is fully mediated by Work Behavior whereas the Work skill influence on PUPR Aceh Selatan ASN performance can be explained by Work Behavior indirectly.

**Table 3. Sobel Test of H8**

Input:		Test statistic:	Std. Error:	$p$ -value:
a	0.549	Sobel test: 4.61295672	0.04558183	0.00000397
b	0.383	Aroian test: 4.59083651	0.04580146	0.00000441
$s_a$	0.064	Goodman test: 4.6353998	0.04536114	0.00000356
$s_b$	0.070	Reset all	Calculate	

**Moderation Effect Test (H9, H10, H11)**

The 3 moderation effect hypotheses will be proven based on the Critical Ratio (CR) as shown in Table 4 below.

**Table 4. Moderation Effect Test**

			Estimate	SE	CR	P
ASN Performance	<---	Work period	0.546	0.040	6,621	0.000
ASN Performance	<---	Work_Skill	0.032	0.093	0.372	0.710
ASN Performance	<---	Transformational leadership	0.415	0.132	3,954	0.000
ASN Performance	<---	Work_Behavior	0.183	0.131	1.386	0.166
ASN Performance	<---	X1.M	0.011	0.001	2,820	0.005
ASN Performance	<---	X2.M	0.003	0.000	2,850	0.004
ASN Performance	<---	YM	0.012	0.001	5,632	0.000

Testing the first moderating effect on the moderation role of the work period on the transformational leadership influence on PUPR Aceh Selatan ASN performance (H9), the test results show that the coefficient is 0.546 with P 0.000, where this means the work period affects performance with a significant value of employees. The coefficient is = 0.011 with P 0.005, this explains the magnitude of the interaction between the work period and transformational leadership also affects PUPR Aceh Selatan ASN performance. This finding shows that the work period moderates (as a quasi-moderator) the transformational leadership influence on PUPR Aceh Selatan ASN performance.

Testing the second moderating effect on the moderating role of the work period on the work skill influence on PUPR Aceh Selatan ASN performance (H10), the test results show that the coefficient  $t = 0.546$  with P 0.000, where this means the work period affects performance with a significant value of employees. The coefficient is 0.003 with P 0.004, this explains the magnitude of the interaction between work period and work skill also affects PUPR Aceh Selatan ASN performance. This finding shows that the work period moderates (as a quasi-moderator) the work skills influence on PUPR Aceh Selatan ASN performance.

Testing the second moderating effect on the moderating role of work period on the work behavior influence on PUPR Aceh Selatan ASN performance (H11), the test results show that the coefficient  $t = 0.546$  with P 0.000, where this reveals work period affects performance with a significant value of employees. The coefficient is 0.012 with P 0.000, this explains the magnitude of the interaction between work period and work behavior also affects PUPR Aceh Selatan ASN performance. This shows that the work period moderates (as a quasi-moderator) the work behavior influence on PUPR Aceh Selatan ASN performance.

## 5. Conclusion

The results show that a transformational leadership style affects work behavior, work skill affects work behavior, transformational leadership style affects PUPR Aceh Selatan ASN Performance, work skill does not affect PUPR Aceh Selatan ASN Performance, work period affects PUPR Aceh Selatan ASN Performance, work behavior affects PUPR Aceh Selatan ASN Performance, work behavior mediates partially the transformational leadership style effect on PUPR Aceh Selatan ASN Performance, work behavior fully mediates the work skill effect on PUPR Aceh Selatan ASN Performance, work period moderates the transformational leadership style effect on PUPR Aceh Selatan ASN Performance, work period moderates the work skill effect on PUPR Aceh Selatan ASN Performance, and work period moderates the work behavior effect on PUPR Aceh Selatan ASN Performance. These findings reveal that the model for improving the PUPR Aceh Selatan ASN performance is a function of the implementation of a transformational leadership style, improvement of work skills, adjustment of work behavior, and a longer work period for the employee.

This tested model can be an academic basis and can be developed for further theoretical findings and models, by adding other variables or other research subjects. This model is also useful as a basis for findings for further policy-making for the research subject, namely PUPR Aceh Selatan. The implementation of transformational leadership and improvement of work skills will play a role in the suitability of employee behavior applied to the Aceh Selatan PUPR institution, and also supported by the length of the employee's work period will improve the performance of Aceh Selatan PUPR employees.

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